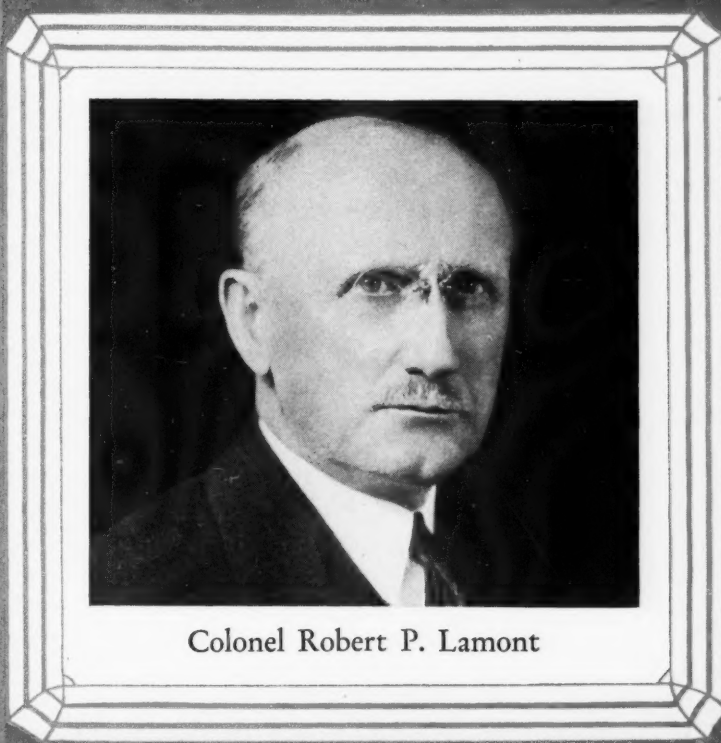


TWENTY CENTS

MARCH 16, 1929
MAR 18 1929

Sales Management

AND ADVERTISERS' WEEKLY



Colonel Robert P. Lamont

The New Secretary of Commerce Tells
What Washington Will Do for Business

—♦♦♦—
Dull Season Selling that
Shatters Peak Season Records



DARTNELL SERVICE UNIT operating in the Frank Presbrey Company, one of New York's leading agencies.

Mr. Presbrey writes: "Our Research Department, which is up-to-date in every way, considers Dartnell Sales Service an invaluable aid in its work."

The First Advertising Agency

to utilize the Dartnell plan for the interchange of sales and advertising experiences was Campbell-Ewald of Detroit. They joined in 1918. N. W. Ayer & Sons; J. Walter Thompson; Barton, Durstine & Osborne; Federal; and Frank Presbrey Company joined the following year. It is significant that for ten years these agencies have renewed their subscriptions without solicitation from us. Today practically every well-equipped advertising agency uses Dartnell Sales Service.

Have these Helpful March Features Brought to Your Desk

AEROPLANES IN SALES WORK; a confidential report based on the experience of Dartnell subscribers who have equipped salesmen and executives with planes; used planes with Neolin tube signs for night advertising; tested broadcasting from planes, etc.

SPRING GOLF TOURNAMENT; working details with sample pieces, wall charts, mailing cut-outs, suggested letters, etc., for staging a contest among your salesmen to quicken their interest in spring selling. Extra material for this contest available at cost to Dartnell subscribers.

FIFTY USEFUL ARTICLES to appear during March in business magazines. Only those having reference value to a sales or advertising executive. Articles are digested on 3 x 5 cards, and cross indexed for reference filing in Dartnell cabinet. Photostat service rendered to subscribers only.

1929 COOPERATIVE PRIZE CATALOG, illustrating more than 400 novel and unusual articles which salesmen desire. Under the Dartnell cooperative buying plan Dartnell Service subscribers save up to fifty per cent of the cost of merchandise prizes and premiums they award to salesmen and distributors.

SIXTEEN TESTED SALES PLANS used by Dartnell subscribers to open more new accounts; get leads for salesmen; sell the full line; collect old accounts; win back customers who stopped buying; get orders by mail and increase sales in other ways.

BETTER LETTERS BULLETIN carefully explaining the six steps necessary in writing a successful adjustment letter. These four-page bulletins are arranged for your message on the back and are circulated among those in the office who dictate and transcribe sales letters.

If you are not a Subscriber write for Booklet ES3

THE DARTNELL CORPORATION CHICAGO AND NEW YORK

Home Office and Plant—4660 Ravenswood Avenue, Chicago, Ill.

Also publishers of PRINTED SALESMANSHIP magazine, THE DARTNELL RETAIL SALES SERVICE, and Books and Reports on Sales Management



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AND ADVERTISERS' WEEKLY

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ABC Audit ADDS

—1381

Daily

—1248

Sunday

to World-Herald
Net Paid
Circulation

Above was the result of the latest audit of World-Herald circulation by the A.B.C.—for the 12 months ending September 30, 1928.

A.B.C. frequently makes deductions from publisher's claims; rarely does it add to them.

The A.B.C. finding is so unique that every advertiser in the Omaha trade territory will find it worth his while to examine the A.B.C. audits of the two Omaha newspapers.

THE OMAHA WORLD-HERALD

February, 1929

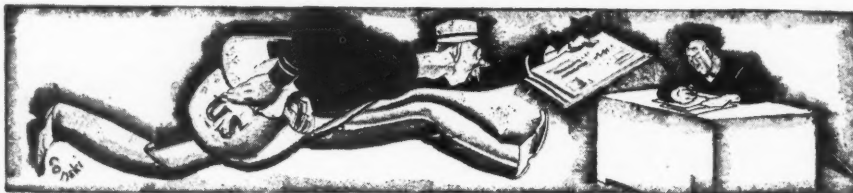
*Net Paid

132,638 Daily

133,783 Sunday

* 2% deducted from actual circulation to take care of any undelivered papers or newsdealer leftovers.

O'MARA & ORMSBEE, INC.,
National Representatives
New York Chicago Detroit
San Francisco Los Angeles



When the Postman Whistles

direct-mail policies

Editor, SALES MANAGEMENT: Among the many valuable articles in your March 2 issue, there is one of particular interest to us. We refer to that article entitled "How Todd Locksteps Direct Mail With Personal Selling," by J. S. Kerwin. This article expresses perfectly our ideas and policies and for that reason we are anxious to use the information contained therein for distribution among our representatives.—C. S. Davis, Jr., secretary-treasurer, William B. Pierce, Buffalo, New York.

copy and lay-out ideas

Editor, SALES MANAGEMENT: I thought you might be interested in knowing the particular use we make of the two-page spread, "Advertising Gallery," which appears as a regular feature in SALES MANAGEMENT. After we have read each issue, these pages are torn out and filed under "advertising ideas." This file serves as an exceedingly resourceful "reference book" when we are looking for copy and lay-out ideas.—F. Morse Smith, manager service activities, Factory and Industrial Management, Chicago, Illinois.

clips each issue

Editor, SALES MANAGEMENT: We find SALES MANAGEMENT a source of ever-increasing interest from a standpoint of news and reference and have lately started clipping each issue systematically. I wonder if you would furnish us with the complete story of industrial markets as covered by your articles appearing from July, 1927, up to the present?—C. A. Holcomb, Wolcott & Holcomb, Inc., Advertising, Chamber of Commerce Building, Boston, Massachusetts.

may we reprint?

Editor, SALES MANAGEMENT: This letter is to ask permission to publish, either in full or in part, the exceptionally readable article, "Is the South Setting the Pace?" by Eugene Whitmore, which appeared in your January 26, 1929, number. Naturally, we antici-

pate giving SALES MANAGEMENT and Mr. Whitmore full credit.

I should like to congratulate Mr. Whitmore personally upon the excellent manner in which he has handled his subject, his familiarity with it and his keen perception in analyzing conditions here. The last sentence of his fourth paragraph and the first of the fifth ("They claimed that the South was God's country, but they depended almost entirely on God to make it so. Today Southerners are too busy to brag; they are working as never before.") are brilliant—and to us, now, of course, pleasing—expositions of this section before and after.—Morton Savell, editor, The Southern Official Record, Atlanta, Georgia.

more bouquets

Editor, SALES MANAGEMENT: This is the first chance I have had to look over the issue of SALES MANAGEMENT for January 26. Now I want to congratulate you on the Southern article and its illustrations. You have done well and have made an interesting brief outline of what is going on and how the South is coming up. You deserve praise for the space you have given it and the conception of the article.—Victor H. Power, vice-president, Manufacturers Record, Baltimore, Maryland.

cities of the South

Editor, SALES MANAGEMENT: We were very much interested in the articles concerning different cities in the South in your issue for January 26 and were glad to get the slant various ones have taken on their growth.—H. E. Mecredy, manager, Industrial Department, Chamber of Commerce, Roanoke, Virginia.

congratulations

Editor, SALES MANAGEMENT: I want to congratulate you on the January 26 issue and the splendid and intelligent manner in which Mr. Whitmore handled the story entitled "Is the South Setting the Pace?"—J. T. Mann, Holland's Magazine, Dallas, Texas.

Sales Management

AND ADVERTISERS' WEEKLY

VOLUME SEVENTEEN, NUMBER ELEVEN

NEW YORK, N. Y., MARCH 16, 1929

Dull Season Selling that Shatters Peak Season Records

Here is the first of a series of articles on tested plans for maintaining volume during the hot weather. Some of the ideas to be described are very simple, but the results that even these less elaborate efforts have brought indicate how profitable the "dog days" can be made if the sales executive will spend a little time and effort to work out a systematic sales plan for his men. Another article will appear next week.

BY D. G. BAIRD

A SUMMER sales campaign the results of which fully merit the term "sensational," was promoted from July through October, 1928, by the Silent Automatic Corporation, Detroit, manufacturer of domestic oil burners.

Lest the reader gets the impression that the results were too good to be true, a few preliminary facts, culled from President Walter F. Tant's message to the sales organization at the beginning of the campaign, are first presented.

The Silent Automatic oil burner was brought out during the summer of 1925 and almost immediately became popular in Detroit, its home town. In 1926, other factory branches were opened in Boston, Philadelphia and Chicago, and the nucleus of a dealer organization was established. Entering 1927 as one of the ten largest producers of domestic oil burners in the industry Silent Automatic finished the year in third place.

During the first half of 1928, Silent Automatic sales were approximately double those of the corresponding period of the previous year.

This sketch of the history of the corporation is introduced primarily as an admission of the fact that sales were increasing very rapidly, even without the stimulus of an aggressive campaign such as is outlined. Bear in mind that the increase during the first half of 1928—up to the very beginning of this summer sales drive—had been about 100 per cent.

Bear in mind, also, that the oil burner industry is distinctly seasonal. It isn't easy to interest prospects in their heating plant during July and August, even if the prospects can be caught wishing for their vacations, instead of enjoying them. There are normally two peak periods, with two deep valleys between them, during the year. Sales pick up about the first of April and this season extends to about the middle of June. The next selling



L. A. Welch, general sales manager,
Silent Automatic Corporation.

season begins the middle of August and continues through October, which usually is the peak month of the year.

Oil burners not only must be sold; they also must be installed. Consequently, fall sales are limited to the capacity of the installation department.

Perhaps executives of the Silent Automatic Corporation were thinking of the seasonal feature of their business—or perhaps they were tired of worrying along with only a 100 per cent increase in sales so far for the year. At any rate, along in May they began to lay plans for knocking the summer sales bogey into something worse than a cocked hat.

A national sales contest, to be known as "Silent Automatic Steeple-

chase," was announced. The contest was to last from the first of July till the last of October—a rather long period in which to maintain interest at high pitch. Before it was over, several supplementary contests had been added.

To quote from the initial announcement: "The great Silent Automatic Steeplechase is primarily a contest for Silent Automatic salesmen. Every salesman, whether he works for a dealer or a factory branch, is eligible to enter. Dealers who act as their own salesmen qualify as salesmen in this great contest and are eligible for every prize.

"The contest starts July 2 and runs four months. Every salesman who sells ten or more burners these four months is sure to win a prize! Of course, the more burners you sell, the better prize you win!

"The rules are simple, and here they are:

"Every oil burner sale you make counts ten points. And every time you pass a 100-point mark, you qualify for a better prize. If a hundred points is all you can roll up during the whole contest, you get a prize anyway—in fact you can choose from thirteen 100-point prizes. If you roll up a total of 200 or more, you qualify for one of the 200-point prizes, or you may choose two of the 100-point prizes. With each additional 100 points scored, up to the 500-point mark, you qualify for a better prize. And above the 500-point mark, you compete with the best salesmen in the organization for great surprise prizes!

"The character of these special prizes will not be announced until the end of the contest. But every salesman who scores more than 500 points gets not only his choice of the 500-point prizes, but a surprise prize as well!

"At the close of the Steeplechase, a new club will be formed within the Silent Automatic organization. And membership in this club, known as the 'Silent Star Salesmen Club,' will be

restricted to those men who score 500 points or more in this Steeplechase. There will be no dues—but there will be an annual meeting in Detroit to which all members will be invited with their expenses paid.

"Naturally, no sale is complete until the burner is actually installed, and

each branch who first reach the 100-point mark will be awarded Hurdle Ribbons—blue for first, red for second and yellow for third—which will be posted opposite their names."

To encourage the cooperation of the dealers, two honor awards were hung up; a bronze plaque, suitably engraved, for the dealer who first reached his Steeplechase quota, and a "President's Silver Cup" for the dealer who exceeded his Steeplechase quota by the greatest percentage. The winners of these awards were also given a free trip to the factory.

Later special cash prizes were added for the three dealers each month who made the highest percentage of their quotas and still later a supplementary contest provided additional cash prizes for certain dealers and salesmen.

In order to compete for prizes, salesmen had to be registered at the factory and their sales reported promptly. Those registered at the beginning of the race numbered 782.

Sixty-six varieties of merchandise, ranging in value from about \$15 to \$125 each, were offered as salesmen's prizes. The additional surprise prize for salesmen who made over 500 points was a handsome gold watch, with his name and city, the Star Club emblem, and, For Sales Leadership—1928—Silent Automatic Corporation," engraved on the back.

The thirty-five salesmen who won membership in the Star Club were awarded gold emblems; those who compiled a total of 1,000 points or more had a diamond set in their emblem, and it is planned to add another diamond to such emblems each year

a salesman repeats such a record.

"The primary object in determining the basis on which prizes should be awarded was to offer every salesman some inducement to do his best," L. A. Welch, general sales manager explained. "We didn't want just

(Continued on page 642)



Part of the sensational record established by this summer campaign for the Silent Automatic Corporation:

1. July sales (normally duldest month), 300 per cent up over sales for October, 1927, (normally peak month).
2. August sales up 85 per cent over July, 1927; were equivalent to total sales for first eight months of 1927.
3. September sales equalled total sales during first nine months of 1927. October sales did likewise.
4. Total sales during four months of contest were double sales volume for entire previous year.

for the purpose of this Steeplechase, only actual installations will be counted as sales.

"Posted in the office of each dealer will be a wall chart showing the name of every local salesman in the race, together with his standing. And the three salesmen for each dealer and

How the Department of Commerce Will Serve Business Men

THE new Secretary of Commerce, Robert P. Lamont, has entered upon his public duties with full determination to make the department more and more useful to business along the lines laid down by Herbert Hoover.

At the request of SALES MANAGEMENT he made the following statement for its readers of his attitude on matters now pressing for attention:

"The Department of Commerce is the division of the Government most directly in contact with industrial and commercial problems. Under the guidance of Mr. Hoover while Secretary of Commerce, this phase of the department's work was greatly expanded. The keynote of the department has been that of service to American business. It shall be my purpose to encourage the further development of this phase of our activity.

"Business men are well acquainted with many of the department's lines of work such as the promotion of foreign trade, the work of the Bureaus of Standards, Fisheries, Mines, the Census, Simplified Practice, etc. On the other hand, there are certain more recent activities with which business is not so well acquainted. These relate particularly to the study of problems of marketing and distribution which are of such paramount importance to business at present.

Census of Distribution

"For example, the department has proposed that there should be a National Census of Distribution. For many decades we have had censuses of population, occupations, agriculture, manufacturing, mining and many other phases of our national life but there has never been a census of the distributive agencies of the country. As a result, we do not know what the volume of retail trade is in this country, we know nothing statistically of the type of outlets through which different commodities reach the consumer and many other related questions. The sample censuses of distribution taken in eleven cities two years ago have indicated the many problems on which light could be thrown by such statistics.

"Congress failed in the last session to pass the bill authorizing the 15th decennial census which included for the first time a provision for a national

In the person of Colonel Lamont, another business man has come to the leadership of the Department of Commerce, as a fitting successor to Mr. Hoover. Colonel Lamont's statement presented here is an indication that business can expect the Government to extend its researches and other projects designed to help manufacturers cut distribution costs.

Census of Distribution. It is hoped that this will be remedied in the next Congress.

"Another recent phase of the department's work is that which the Bureau of Foreign and Domestic Commerce is undertaking on the cost of distribution. This is an attempt to study this problem from a new angle by developing methods which will enable the distributor to know the cost of handling individual items, of servicing individual customers, handling individual orders and distributing in individual territories. Undoubtedly, there are enormous wastes in our distributive system because wholesalers and retailers are handling innumerable items and performing innumerable services on which they are losing money. This means that the margin on profitable business must be increased to offset the losses suffered on unprofitable business if the firm is to remain in business.

"In the manufacturing industries great progress in reducing costs has been effected because they have had the advantage of cost accounting methods by which they could know what it cost to produce individual commodities and individual parts. No such methods have been developed for the distributor.

"One of the phases of the department's work along this line is the Louisville Grocery Survey. Recently the department called a meeting of the executives of the grocery industry in Louisville to inspect the progress of this work and to offer suggestions for its improvement and continuance.

"With the cooperation of Louisville business men as well as some outside interests the department is making a thorough analysis of the costs of ten wholesale grocers and twenty-eight retail grocers in that city. For the

wholesalers detailed tabulations are being made of all the information on a year's invoices of each establishment. These tabulations are being made by the use of punched cards and mechanical tabulation. From these records it will be possible to show the sales of each individual commodity, by territory, by salesman, and similar information by size of order, by individual customer, by season of the year, etc. These tabulations will then be related to the costs of operation so that it will be possible to pick out the unprofitable items and customers.

"In the retail groceries the work is started by a complete inventory of the stock after which all purchases are entered, and with a second inventory at the end of a three months' period it will be possible to show the turnover of every individual item in each of these twenty-eight stores. These facts will again be related to the cost of operating each store so that it will be possible to separate the profitable and unprofitable business of the retailer. Other phases of this study also include costs of credit and delivery business.

"The Louisville Grocery Survey also includes a complete census of food distribution in Louisville, a study of customer buying habits and preferences, a study of the grocery stores going out of business and credit practices utilized.

"It is believed that studies of this kind will throw much light on the wastes in distribution and will assist in offering a means of reducing these to the benefit not only of the distributor but of the public as well.

"It is along these and related lines that we believe the Department of Commerce can serve the business interests of the country without injecting the Government into business."

A Salesman Who Found Big Opportunities in a Little Job



R. D. Keim was Squibb's first salesman.

MANY young men have theories. And so it is not surprising that twenty-five or twenty-six years ago a young man, who at that time was grinding pills in a Newark drug store, should have a theory. He was in his early twenties. As might be guessed he was dissatisfied. Young men often are, of course. The pill grinding business was too confining. He wanted to go out into the world and do big things. Nothing unusual here, either. But to get back to his theory, although there was nothing unusual about his having it, there were several things quite unusual about the theory itself. In the first place, it was a rather pretentious theory, and considering the youth and inexperience of its holder, it was a remarkably definite theory. There was nothing vague about it.

What this young man did with his theory is the story of a noteworthy career in selling. His name was R. D. Keim. And he is now general sales manager and a member of the

What happened when a young man grew tired of grinding pills in a Newark drug store, and decided to become a Squibb salesman. The fact that Squibb's didn't use salesmen at that time didn't cut any ice with him. Now he heads a force of 250.

board of directors of E. R. Squibb & Sons. He was E. R. Squibb & Sons' first salesman. He has never worked, except during his brief experience as a clerk in the Newark drug store, for any other concern. He has seen the Squibb sales organization grow from himself to approximately 250 men. Since he was made general sales manager in 1918 he has seen it expand to this number from thirty-four, again under his direction it has expanded from seventy-nine in 1921 to its present size. In 1921 the company first began to advertise nationally.

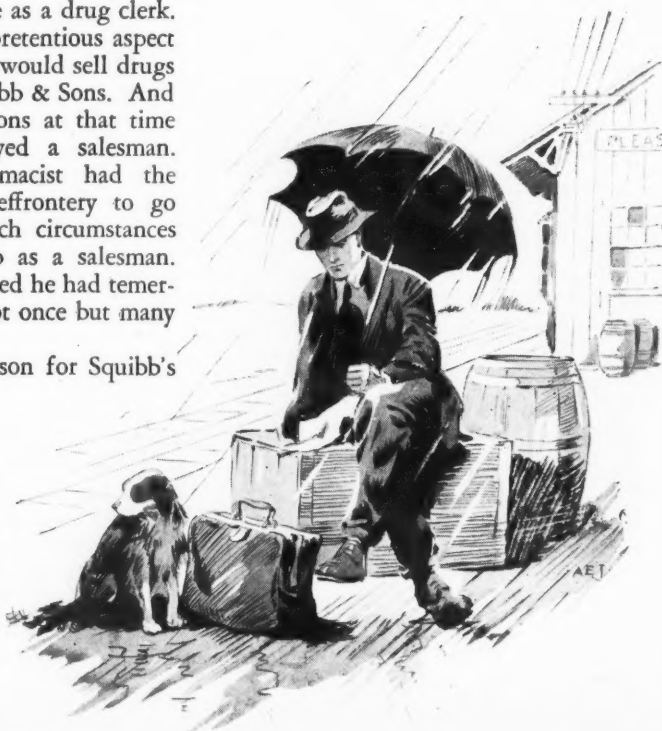
Stated in general terms his theory was commonplace enough. He would be a traveling salesman. He would sell drugs, a line with which he was already familiar as a graduate of the National Institute of Pharmacy and his practical experience as a drug clerk. But here was the pretentious aspect of it: young Keim would sell drugs only for E. R. Squibb & Sons. And E. R. Squibb & Sons at that time had never employed a salesman. This young pharmacist had the courage and the effrontery to go to them under such circumstances and ask for a job as a salesman. When he was refused he had temerity to ask again, not once but many times.

There was a reason for Squibb's

disapproval of salesmen. Salesmanship at that time could not be said to have much professional standing. The typical salesman in those days was a jovial person with a pocket full of cigars, more adept at winning goodwill than at presenting honest arguments for a meritorious product. Squibb had never employed salesmen because it did not consider salesmanship ethical.

But this young Newark drug clerk, still in his early twenties, differed with them. He was no hot-air artist. He really knew something about drugs. It would be to the firm's advantage as well as to his own—and to the advantage of the general public as well—for an informed salesman like himself to go out and explain the merits

"There he was, back in 1904, a sort of salesman Robinson Crusoe; inexperienced and almost as much alone from a selling standpoint as though on an uninhabited island."



BY
FRANKLIN
CLARK

and uses of Squibb products, and to get people to use more of them. As a matter of fact, he did not make any such elaborate explanation of his intentions.

He did, however, demonstrate his seriousness of purpose. He started negotiations by obtaining a letter of introduction to Dr. E. H. Squibb, former president of the company. In the end, Mr. Keim's persistency won out and the firm hired him. He asked for the job nine times before he was hired. He secured his nine interviews by planting himself on the doormat before the office was opened, for nine consecutive Monday mornings.

His initial salary was \$15 a week, about half what he had been making as a registered pharmacist. But it was his opportunity to show what he could do as a salesman. He had not been on the job a week when he obtained his first order on January 15, 1904, for \$50. What an important order that seemed to be! And really it was, for as a result of that order and of others, two weeks after he began selling his salary was raised to \$25 a week. Other increases in pay followed and in 1912 he was made manager of the firm's first branch office in Chicago. In 1915 he was given the job of field sales manager. He was made general sales manager in 1918. Membership on the board of directors came in 1924.

But there he was back in 1904, a sort of salesman Robinson Crusoe; inexperienced and almost as much alone from a selling standpoint as though on an uninhabited island. It was no small island either. His first territory included New York, New Jersey and the New England states. Somehow or other he managed to sell. His personality must have been quite an asset in his early selling days. He is tall and has the long face and high-bridged



"Increasing emphasis has been placed, under Mr. Keim's direction, upon supplying merchandising aid to the retailer."

nose that are often a mark of talent. He thinks quickly and has the knack of shifting his attention from one subject to another with a minimum of lost motion. This I observed when he was called on the telephone several times during my interview. Each time his opinions, decisions or instructions came without the slightest hesitation, crisply — though good-naturedly enough — and concisely. Then we were back again at our interview, and at just the point we had left off.

"Of course you must remember that Squibb had got along for a good number of years without any salesmen at all," he explained. "Squibb products have always enjoyed an enviable reputation. At first, all I did in most cases, I suppose, was to take orders. But as time went on I learned something about selling. I learned largely by experience. But I had a good knowledge of my product because of my training as a pharmacist. And that was a tremendous help. No one who sells can have too much knowledge of his product. He can learn a good

deal about the selling operation itself by study. Even in those days, when the literature of salesmanship was very meagre, I learned a great deal by reading what treatises and articles on the subject I could get."

Although Mr. Keim is of course better informed about selling than he was as a young salesman, he finds there is a great deal more to know. He studies the theory of his calling, and those under him are given every incentive to do likewise. Indeed, a salesman must be well informed before he begins with Squibbs. He must be a college graduate and a registered pharmacist. He is then given a six-weeks' course on Squibb products, its theory of salesmanship and advertising. Candidates are given oral and written examination at the end of this course, and they are not given a try-out unless they receive a passing mark. They can, however, take the course once again, if they fail the first time.

After they have completed training, served an apprenticeship and become
(Continued on page 638)



Photo by Lazarnick

¶ In a case where a prospect is prejudiced against your proposition a plain-fact presentation might not get you very far. For example, the average school teacher isn't deeply interested in insurance. But she is interested in travel, in independence and in her future welfare. Thus Federal Union Life Insurance Company appeals to her through these natural interests.

How to in the

BY MAXWELL DROKE

SOME authority once told aspiring young sales letter writers that the opening paragraph of a letter was by all odds the most important part of the message.

And by that assertion he inadvertently spoiled many an otherwise passable letter. For the earnest young writers have never been able to forget their lesson. Feverishly they set about the preparation of opening paragraphs designed to "knock 'em cold." The result, as might be expected, is often rather terrible.

Instead of reaching out deliberately and taking a firm grasp on the reader's interest, these seekers after sensationalism are content to snatch at attention by some "clever" device which, "like the flowers that bloom in the Spring, tra la," has nothing to do with the case.

When a writer can forget that the opening paragraph *is* the opening—that everything depends upon it—and simply proceeds to tell his story in a natural manner, the result almost always is a happily engaging mission.

But unfortunately few appear to have the faculty or instinct for determining what really is the logical beginning of a sales story. I examine thousands of sales letters every year,

Dear Miss Blank:

In that last quarter of an hour, after the scholars have gone home, and you are alone in the empty school-room, setting your desk to rights.....

....don't you sometimes stop and wonder what the future holds for you? Things are running rather smoothly now. You are enjoying your work. But what about the declining years of life? Will you have to drudge along at the same old hum-drum routine, just as so many elderly teachers of your acquaintance are doing? Or will you be able to enjoy life and make your cherished dreams come true?

Now - today - you have an opportunity to decide.

No teacher need ever again fear the future. For Federal Union has developed a special Endowment Policy that exactly meets the need of teachers.

Lasso a Cagy Prospect Opening Paragraph

This is the first of a group of articles on various phases of sales letter writing. We suggest that the issues containing these articles be routed to every executive in the organization who has contact with customers and prospects through the mail. They will find many "liftable" ideas in these discussions.

and more often than not find the logical opening paragraph—the point that should have been stressed—tucked away in the text.

On my desk, as I write these paragraphs, is a letter designed to interest paper mill executives. I'll quote the first four paragraphs:

Gentlemen:

Somebody's getting it!

Of the thousands of dollars saved in 1928 and the many more thousands to be saved in 1929 by mills using Nickel Alloy Wire Cloth, THE QUESTION IS—

"Will you get your share?"

Your cost figures for wire cloth purchases and replacements for 1928 have undoubtedly been compiled. When you first saw them, possibly you foresaw a chance for further profits—if the total could only be reduced. *It can.*

Over 100 mills for a period covering sixteen years have reduced their wire cloth costs an average of 52 per cent with Nickel Alloy Wire Cloth. You can easily do the same.

* * *

How much better if the writer had gotten away to a quicker start—something like this:

By this time you probably have your cost figures for 1928. You know how much you spent for wire cloth. Quite a sizable sum, wasn't it? Here's a suggestion that may cut that cost *in half*. . . .

In this case we hit the reader "right where he lives." Coming to him at the psychological time, when figures are fresh in his memory, we bring up the sore point that wire cloth is costing a lot of money—then quickly follow with an implied promise to reduce that cost by 50 per cent. There's an opening paragraph that will carry your man on into the message.

Often it is neither necessary nor advisable to "let the reader in" on your proposition with the opening sentences. But it doesn't follow that one must start off with a couple of Scotch stories or a "Biff! Boom! Bang!" headline.

In a case where a prospect is prejudiced against your proposition, a plain-fact presentation might not get you very far. For example, the average school teacher isn't deeply interested in insurance. But she *is* interested in travel, in independence and in her future welfare. Thus Federal Union Life Insurance Company appeals to her through these natural interests.

To show you exactly how it was done, let me quote the opening paragraphs of three of their letters:

Dear Miss Blank:

There's a little story of Joseph Conrad that every school teacher will appreciate.

Upon a time once, long ago, when Conrad was a boy, he sat gazing at a map of the world. Suddenly, thrusting a grimy finger upon a distant colorful speck, the youngster exclaimed, "Some day I'm going there!"

I wonder if there is a teacher in all the world, who hasn't said those very words! How often, in teaching some bit of history or geography, you've felt an impelling desire to cast the book aside, and set forth on a joyous journey to The-Land of Somewhere-Else?"

Hidden away in our hearts we all have that dream of some day visiting those storied countries beyond the sea.

* * *

And now comes Federal Union, a strong old-line insurance company, with a wonderful new plan to give substance to those dreams; to put a firm foundation under our Castles in the Air.

Dear Miss Blank:

A dear old teacher I used to know in the days of long ago, once confided to me her fondest dream—to end her days in a cozy little cottage just over the hill from the schoolhouse, where she could hear the cheery ding-dong of the bell—and never have to answer it at all!

She loved teaching, of course. And she had given to it the best years of her life. But to each of us there will come a time when we want to retire from active life, and take a well-earned rest.

The Federal Union Life Insurance Company—one of the substantial old-time reserve organizations—has been the first to fully realize the needs and desires of the teacher. . . .

Fear of the Future

Dear Miss Blank:

In that last quarter of an hour, after the scholars have gone home, and you are alone in the empty schoolroom, setting your desk to rights . . .

. . . don't you sometimes stop and wonder what the future holds for you? Things are running rather smoothly now. You really are enjoying your work. But what about the declining years of life? Will you have to drudge along at the same old hum-drum routine, just as so many elderly teachers of your acquaintance are doing? Or will you be able to enjoy life, and make your cherished dreams come true?

Now—today—you have an opportunity to decide.

No teacher need ever again fear the future. For Federal Union has developed a special Endowment policy that exactly meets the needs of the teacher.

* * *

And before we return to the more prosaic examples, let me instance one more romantic opening. This time the writer has placed a halo around the simple statement that a charge account has opened for the prospect. It was addressed to the members of certain women's clubs:

Dear Mrs. Long:

Long, long ago, so the story runs, there was a gracious prince, who went about seeking folk who loved beautiful things. Upon these chosen per-

sons he bestowed precious jewels, saying "Repay me at your convenience; and in the meantime enjoy these treasures."

A pretty fairy tale, they say. And yet it is a fairy tale that has really "come true." For we are going to play the prince, and place within your reach the very treasures you've been wishing for. A Krauss bookkeeper has written your name on a blank page of the ledger where we keep the accounts of a selected list of customers. And this is just a little note to say that we hope this page won't remain blank.

* * *

Now back to facts and figures! And isn't this a pretty effective way of telling the old story of the money-saving possibilities of direct selling? I glean these two paragraphs from a successful letter to undertakers, used by a well-known maker of funeral cars:

A Frank Message to
Modern-Minded Morticians:

Traveling salesmen are interesting, likable chaps. We are always glad to see them come 'round. But much as you like these men, you would scarcely care to make any concern a present of \$300.00 to \$500.00 just for the privilege of buying funeral equipment from a personal representative.

Someone must pay the salesman's salary. Someone must take care of his traveling expenses and hotel bills. Someone must furnish the money that goes for entertainment. But why should this sum be subtracted from your bank balance?

* * *

For countless generations the letter has been our most conventional document. And so it is, I suppose, not strange that the hand of Tradition should guide the pen and produce—pompous platitudes.

That's exactly what ails so many of our form letters. And it seems to me that the writer should say to himself, "Here, this isn't going to be a stiff-and-starchy 'Letter-from-a-Young-Man-to-His-Maiden-Aunt.' It's true that I'm writing this message in letter form, but it must have the strength of a trade-winning advertisement. It's up to me to get an opening that will match the advertising headline for reader interest."

Some time ago the M. Clune Company, furniture manufacturers, desired to impress upon dealers the advisability of carrying a larger stock—or, rather, a greater variety of styles—of overstuffed chairs. The point was that no woman cares to purchase unless she has several items to select from. If there are only one or two

styles in stock she will come in, make a perfunctory examination and walk out without placing an order. The logical opening, in this case, would be a discussion of the woman who walked out of the store without buying anything.

Now, the average letter writer doubtless would start off something like this:

You, no doubt, have a number of persons who come into your store to inspect your offering of overstuffed chairs, but who leave without making a purchase. . . .

* * *

But the man who actually wrote this letter for the Clune company had

Do Your Salesmen Earn More or Less Than Your Competitors' Men?

"Do your records show the average earnings of salesmen with concerns in the same class with ourselves? Our salesmen call on dry goods stores, hardware stores, department stores and furniture stores. They would compare possibly with rug salesmen, furniture salesmen or drapery salesmen. In other words, they are above the average of grocery salesmen quite a bit, but not as high a type as the specialty men who sell adding machines, typewriters, etc."—from a letter to SALES MANAGEMENT.

In next week's issue we will present a tabulation of the maximum and minimum earnings of salesmen in dozens of different lines of business. Every sales executive will find this report valuable. It is based on a field survey being completed this week.

the advertising headline idea. His first paragraph was simply this:

"She didn't buy anything!"

Every merchant knows too well those tragic words, repeated perhaps a dozen times a day by members of the sales force. Of course they caught his instant attention, held his interest and led him on to the body of the letter.

A short time before the season of June weddings a certain retail jeweler sent out a letter to a selected list of customers which began with the

proverbial query: "What on earth shall we give her?" Arriving perhaps in the same mail with one of those imposing baronial envelopes, this timely question was certain of an attentive audience. The copy that followed did the rest. Here is a portion of the letter:

Choosing the "just-right" wedding gift is a perplexing problem, isn't it? You do so want to put your personality into the present; to give something that possesses that charming touch of individuality; something that the bride will hold a treasured possession through all of the years to come.

We know just how you feel about it. And for you we have set forth a captivating array of out-of-the-ordinary gift selections. Gleaming silver and sparkling gems await you. Clever little novelties, too; many of them our own exclusive creations. Something, surely, to meet the commands of every purse and person.

* * *

A manufacturer of plumbing supplies, wishing to stress complete stocks and immediate deliveries, used a strikingly similar idea when he headed a recent form letter with a question that is continually in the minds of architect, contractor and plumber:

"I wonder if they have it in stock?"

A letter then proceeded to offer assurance that the company *did* have "it" in stock—and at the right price.

And here is another effective instance. Early in the football season last fall, Lowe & Campbell, athletic goods house, headed a general letter: "Rush This Order! We need this stuff for our next game!"

Since many readers of that letter had written—or were planning to write—that very notation on an order for supplies, the heading received a maximum of reader interest. And the second paragraph did the business. It read:

"You're going to want service more than anything else on your football orders this year. We're here to give it to you."

By the examples I have presented I do not mean to infer that the advertising headline idea, as applied to sales letters, is limited to the customary six or eight words one finds in the advertising headline. The letter affords an opportunity for a somewhat longer "headline"—provided, of course, that the handling impels interest. Here is a letter used by a cleaning and dyeing establishment which I believe may be considered in the "advertising headline" class:

Clothes, like the folks who wear
(Continued on page 635)

Oakland Offices Eliminate Waiting by Salesmen

BY J. F. KERWIN

PERHAPS everyone who has had the experience of "cooling his heels" in the lobby of a company that is called on by many salesmen has been impressed by the thought of the appalling waste of time in similar lobbies all over the country. Day after day, high-salaried men are waiting from a few minutes to a few hours to see executives of buying organizations in every city and town in the country. Sometimes only one is waiting; sometimes one hundred are waiting in the same lobby.

As one sits there and the moments drag by, one's idly-roving eyes very likely are attracted by a neatly framed sign which assures him that: "It is our intention to see callers promptly," or something to that effect. And just as likely the caller thinks to himself, "Applesauce," or something to that effect.

There is such a sign in the lobby of the Oakland Motor Car Company in Pontiac, Michigan. There is a similar sign in the office of every one of the nine buyers employed by this company. And they are not "applesauce" or "bologna" nor even "hokum." They really mean something here.

One of the signs is mounted on the wall beside the information desk. It is called a "score card." "Salesmen, we will try to see you promptly," it says. "Help us to help you." Then it goes on to publish the "score," listing the number of salesmen interviewed the previous day, the average time each was kept waiting, and the number interviewed during the preceding month. For example: "Number of salesmen interviewed yesterday, 92. Average time of waiting, 3.6 minutes. Salesmen interviewed in November, 2,895."

On a nearby table, in a handsome desk frame, is an interesting statement of policy. "Our suppliers are as necessary to us as our customers," it reads. "We want to see you."

"You are entitled to a prompt inter-

SALESMEN:	
WE WILL TRY TO SEE YOU PROMPTLY.	
HELP US TO HELP YOU.	
NUMBER OF SALESMAN INTERVIEWED YESTERDAY	75
AVERAGE TIME OF WAITING	1.8 MIN.
SALESMEN INTERVIEWED IN JUNE	2526
PURCH. DEPT.	

view or a reason why you are kept waiting."

"Do not hesitate to call on the information clerk if you are kept waiting."

"Please remember the man following you."

Once he has been admitted to a buyer's office in this plant, the caller sees another framed sign on the wall. This one seems to be addressed to the buyer himself, as well as to the salesman. It reads:

"It is our aim to have the Purchasing Department callers delayed as little as possible in seeking an interview. It is the duty of each buyer to see salesmen promptly."

"It is also his duty to see that salesmen have the proper regard for other salesmen who may be waiting their turn."



"Our plan for seeing salesmen immediately saves an immense amount of time for us, as well as for the salesmen," says C. O. Miller, supervisor of purchasing, "and it has the added advantage of winning their good will."

"I wish this policy to be something more than a framed notice on the lobby wall. It is up to each buyer to see that this is the case."

This is over the sign-signature of C. O. Miller, supervisor of purchases.

While the last paragraph of this sign states that, "It is up to each buyer to see that this is the case," Mr. Miller doesn't depend entirely upon them to see that this is the case. He sees that it is himself. In other words, he keeps an eye on developments during the day, and the next morning he gets an itemized statement of just who called on whom, and how long each had to wait, together with totals and averages.

As soon as a caller gives his name to Miss Ella Mariner at the information desk and tells her whom he wishes to see, she enters the two names in a ledger and marks the exact time. She then notifies the man asked for and when she is told to send the caller in, she again marks the exact time in her ledger.

In making out her report to Mr. Miller she takes a long strip of paper

for each buyer and lists on it, in order, the names of the men who called on him that day, together with the time each called, the time he was admitted to the buyer's office, and the number of minutes he was kept waiting. At the bottom of the time-kept-waiting column she totals up the number of minutes and divides this by the number of callers, to arrive at the average time each was kept waiting.

Thus we find that on January 11, one buyer received thirty-three callers who were kept waiting a total of 164 minutes, or an average wait of five minutes each. Thirteen of them did not have to wait at all; others had to wait all the way from two to twenty-five minutes. Only five had to wait more than five minutes each.

Two Minutes' Wait

Another of the buyers received twenty-seven callers that day and kept them waiting a total of fifty-nine minutes, or an average of only slightly more than two minutes each. Only one of the twenty-seven had to wait more than ten minutes.

Ninety-two callers were received by the buyers that day after waiting a total of 332 minutes, or an average of 3.6 minutes each.

That was a Friday, which is usually a very busy day. On Thursday of the same week only sixty-nine salesmen called. They were kept waiting a total of 152 minutes for an average of 2.2 minutes each.

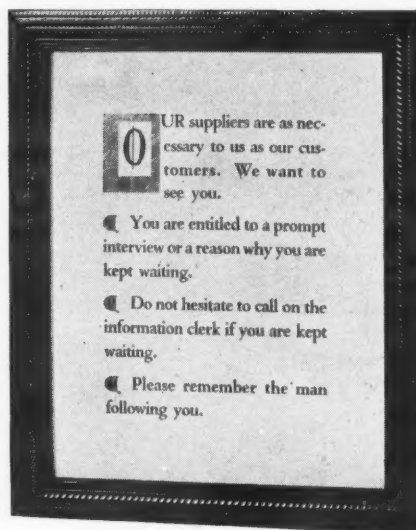
From these reports on the buyers Mr. Miller's secretary prepares a summary, addressed to each of the nine buyers, giving the total number of salesmen who called on each on that date, together with the average number of minutes each buyer kept his callers waiting.

This system, which has been in effect since spring, 1928, was not introduced to correct any flagrant condition previously existing in the offices of this company, Mr. Miller said. He thinks that Oakland for many years has been very considerate of its suppliers, and Miss Mariner at the information desk has always been prompt to remind the buyers when they kept callers waiting very long. However, there is always room for improvement, and this effort is said to have been highly successful in eliminating much of the delay.

"Our president, A. R. Glancy, really deserves the credit for the introduction of the plan," Mr. Miller said. "He is himself a great organizer; he always sees his callers promptly; and when one day he happened to notice an unusually large number of salesmen waiting in the lobby, the thought

occurred to him that perhaps we could so organize and conduct our buying activities that this matter of waiting would be reduced to the absolute minimum.

"It is impossible to eliminate all waiting, of course, particularly here. Most of our callers come from Detroit and it is inevitable that a large number of them come in at nearly the same time. We would have to employ a whole army of buyers to avoid keeping some of them waiting at such times. But we can eliminate a great deal of waiting and we have done so. Just how much we have cut down the average time of waiting is not known, because we never kept any such



Waiting for buyers is undoubtedly one of the biggest sources of waste in selling today. The annual saving that would result if more manufacturers would adopt this plan for seeing salesmen is incalculable.

records before this plan was introduced, and when it was introduced, we started in right from the first to hold it down as low as possible. We have an ample number of buyers and we have our department properly organized to take care of callers as expeditiously as possible.

"We realize that our suppliers are as necessary to us as we are to them or, as one of our signs reads, 'Our suppliers are as necessary to us as our customers.' We have to see them, so why not see them with as little delay as possible?

"This plan saves an immense amount of time for us, as well as for the salesmen, and it has the added advantage of winning their good will."

"You may be surprised to know,"

Mr. Miller continued, "that the salesmen themselves deserve most of the credit for reducing the average time of waiting. Many salesmen seem to forget that others are following them. Regardless of how long they have to wait themselves, once they get into the buyer's office, they are in no hurry at all. Perhaps they think they should be sociable; that they shouldn't hurry through with their business, then rush right out. They think they should tell a few funny stories or gossip about matters of general interest, just to be friendly.

"Since we introduced this plan, there is little or none of that. We ask the salesmen to remember the man following them, and they do. Of course, if necessary, the buyer may indicate, diplomatically, that the interview is ended, but that is seldom necessary. The salesmen all know that this system is in effect here and since there is considerable rivalry among the buyers to beat one another's records, they don't tarry any longer than necessary."

Easily Introduced

The plan was very little trouble to introduce or to carry out, Mr. Miller said. The principal change made was that of replacing Florentine glass with clear glass between the buyers' offices so that anyone concerned can see whether a given buyer is really busy. There is a waiting-room adjoining Mr. Miller's office, which, itself, is just across from the buyers' offices, and when a buyer realizes it will be necessary to keep a caller waiting quite a while, he asks Miss Mariner to send him back to this waiting-room, where the salesman can see that the buyer really is engaged and is not merely "stalling" him.

"That relieves the caller's mind immensely," Mr. Miller pointed out. "And, of course," he added, "there is only one such waiting-room and that one is right under my eye."

Questioned as to the habits and practices of salesmen, with the thought that he might suggest some ways in which they could make improvement, Mr. Miller was found to be one purchasing agent who thinks that salesmen as a class are a fine lot of men; at least those who call on his company.

"Salesmen who call on the automobile industry in Detroit and vicinity are a very high type of men," he said. "They are gentlemen, as a rule, and they almost invariably know their goods and have at least a fair knowledge of our needs. They are nearly always reliable, too, and when they

(Continued on page 639)

Dealer Resistance Crumbles Before New Bourjois Packages

When Bourjois introduced their new line they faced the handicap of the before-Christmas season when dealers had completed their buying. How they solved this problem is told in this story.

BY
BRUCE CROWELL



Saks Herald Square store featured the new line in their corner showcase for five weeks before Christmas.

YOU might choose almost any one of fifty weeks in the calendar year and find it a more auspicious time for launching a new line than the week the new Bourjois line of perfumes and powders was first taken to dealers. The line, whose brand name is "An Evening in Paris," was introduced shortly before Christmas last year, after practically every department store and drug store had long since completed buying for the holiday trade. Yet the line took hold almost immediately and present sales indicate that volume on the "Evening in Paris" group will soon outrun volume on all

credit probably goes to the series of unique attention-getting packages and containers which formed the dress for the powders and perfumes and the other items in the line. Sharing honors with the packages are the display pieces for window and counter use.

Bourjois built up advance interest in the new line (which included powder, perfume, lipstick, talcum, toilet water, compacts and a special combination package for gift purposes) through radio broadcasting. The hour of entertainment presented by this concern over the air was also known as "An Evening in Paris," so

the other Bourjois products put together.

Almost any sales executive will agree that things like this are seldom explainable in terms of a happy accident. In this case the advertising which preceded the introduction of the new products was undoubtedly a big factor in their success; so also was the quality of the products themselves. But it seems reasonable to suppose that the biggest slice of

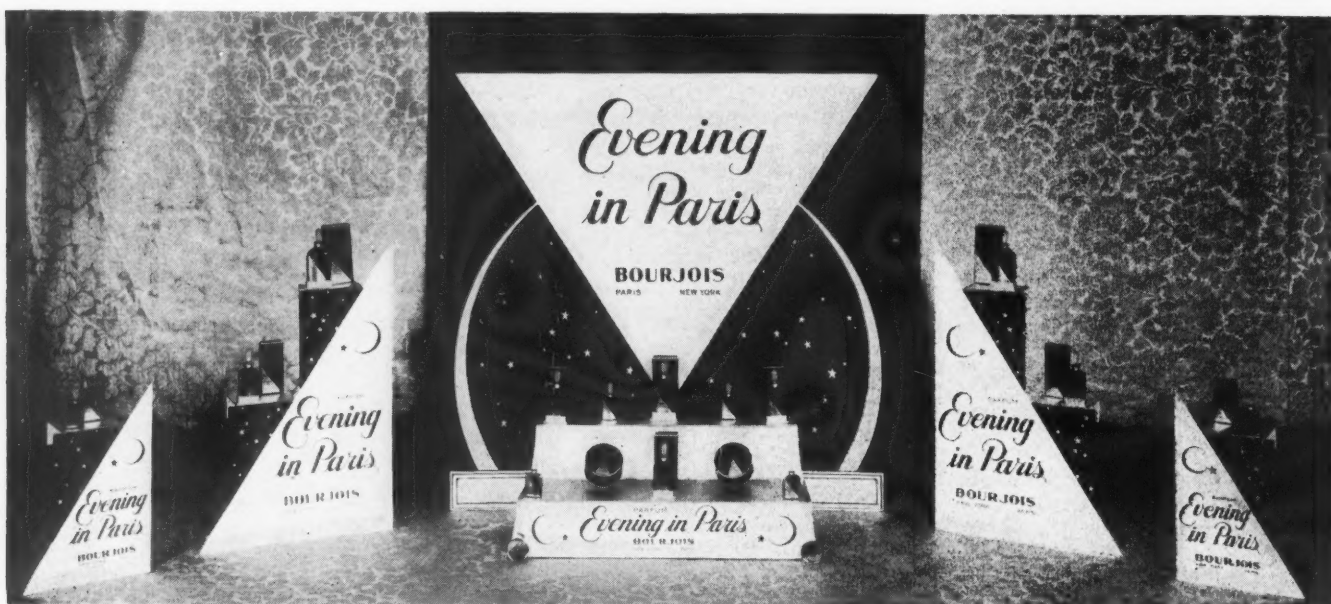


The success of the new Bourjois packages explodes a theory that is entertained by many display men: that nothing but red or orange can compete with all the wild colors now running riot in the market-places.

the tie-up between the regularly recurring programs and the brand name of the new product was perfect. The preliminary announcements of the new line were planned like a newspaper or magazine teaser campaign.

Even though many consumers were familiar with the brand name and some of the sales points of the "Evening in Paris" line at the time the line was first taken to dealers, the salesmen met what seemed at first to be a big stumbling-block: the dealers had long since completed their buying for the Christmas trade. They threw up their hands and said, "What, another line of cosmetics? I'm overloaded now."

But there was something about these new packages which held an extraordinarily cordial invitation to display. "They would make a good window" or "they would attract attention on one of my counters" was the thought that evidently flashed through the minds of many of the retailers. At any rate, many of them ventured to the extent of a \$25 or \$50 order, while the Bourjois salesman laid special emphasis on the



The display pieces which helped so materially in getting the new line into the windows relied more upon excellent lithography in the expression of a simple design than upon elaborate color combinations and more intricate set-up. Only two colors were used—sapphire blue and silver.

necessity for displaying the new line so that consumers already half sold by the radio advertising would know the goods was being carried in those particular stores.

The color scheme of the new packages and bottles was rich sapphire blue and silver—the blue for night and the silver for the stars. The design is modern without being bizarre. The background of the outer carton is an all-over design of silvery tracery on a blue background of sketches of everything one thinks of when someone says "Paris"—the Eiffel Tower, an artist with his model, a snub-nosed taxicab, a couple wining and dining, the Arc de Triomphe, a pair of Apache dancers, and so on. Some of these same figures are traced in the material from which the compact is made.

A silver triangle is the only other element in the design; this appears on all the packages and bottles, in the lower left-hand corner. It carries a moon and star in silhouette, by way of atmosphere, the brand name, and the manufacturer's name. The window display material re-echoes the triangle theme, in the same blue and silver. The direct-mail advertising promoting the line is printed on silver-gray paper with triangles of the all-over background.

The importance of this close tie-up between all the merchandising elements cannot be overestimated, for by such marked emphasis of the blue and silver colors in so many different ways the company succeeded in creating an identity of the product by color as well as by name. They likewise succeeded in exploding a theory dear to the

hearts of many advertising and sales executives—the theory that nothing but red or orange can compete with all the wild colors now running riot in the market-places.

The result of the company's having created such a charming and "different-looking" set of containers for the "Evening in Paris" line was that the display men in the retail stores seized upon the boxes and bottles as something ideally suited for a Christmas window. And the result of the window and counter displays was—more orders. Those who had bought \$25 or \$50 worth of the goods hurriedly howled for more stock—and their orders continued to come even after the holiday rush had abated.

Perhaps the best idea of sales pull to the new line can be gained by consideration of the way in which the "Evening in Paris" group was featured in the most coveted display space in the country: the windows on Fifth Avenue, New York—Altman's, for example, completely filled two windows on Fifth avenue with the blue and silver packages and bottles. Hearn's featured a smashing display in one of their big windows. The special display case at the corner entrance of Saks Herald Square store flashed the new line at holiday shoppers for five weeks before Christmas.

"These are, of course, spectacular examples," said one of the officers of the company in commenting on the development of sales on these items. "But the sales response was just as remarkable from many smaller dealers—many of those who bought but \$25 or \$30 worth on their first order. Such

concerns as C. O. Miller & Company, of Stamford, Connecticut; the Phillips Stores, Inc., of New Haven and Springfield, Massachusetts, and Nieman & Marcus, of Dallas, Texas, had handled our preparations in only a very small way before we introduced the 'Evening in Paris' line. Now these accounts have suddenly become active, reordering in some cases as often as once a week to keep their stocks replenished.

"Undoubtedly the packages were a big factor in getting the new line started. After all, all you can ask of a package is that it attracts favorable initial attention and succeeds in getting the prospect to give the goods a trial. After that it's strictly up to the goods itself so far as repeat business is concerned.

"In our long experience with cosmetics we have tried many different types of package design, and still it is impossible to make any rules about the box that will succeed. In our display rooms, for example, you will find samples of several beautifully designed, expertly made boxes of foreign manufacture which cost several times the price of the 'Evening in Paris' boxes—yet they didn't go. Why? I don't know. Probably they were a bit ahead of the market at the time they were offered. There is a distinct demand for the modern, but it seems that most successful designs are not too radical, but bear some relation to the things the public is already accustomed to."

The "Evening in Paris" line is being promoted this year in magazines, roto sections and by radio.

Big Sales Ideas in a Little Town

That real sales ability isn't hampered in the least by small town environment is demonstrated by the sales record of this Lake Charles, Louisiana, concern. This company's thorough method of analyzing its markets puts many "big town" methods in the shade.



George S. Moody

BY RUEL McDANIEL

ABOUT the time we get ready to weep over the passing of the small town dealer, along comes some firm like McCollister Brothers, Inc., of Lake Charles, Louisiana, and makes weeping ridiculous. This company deals in electrical supplies and merchandise. Among its accomplishments for 1928 was the sale of \$350,000 worth of electric refrigerating machines, and 100 electric water systems for farm use.

An average of sixteen men selling Frigidaires only travel for the firm. Its territory is half the state of Louisiana, with a sales branch in Shreveport. The company uses big ideas in a little city and makes them pay.

"We believe," declared George S. Moody, sales manager of the company, "it is as logical for the small town dealer or manufacturer to branch out into the territory of the city dealer or manufacturer as it is for the latter to come into the small town territory. It seems illogical simply because we are not accustomed to it."

The firm takes the attitude that one home out of every four is a prospect for an electric refrigeration machine, providing these homes have current available. Statistics show that only one home out of every 100 has an electric refrigerator. Accordingly, the company believes that the most important first step is eliminating the three unlikely prospects and finding the one real one.

"The quickest and most economical method of performing this weeding out process," Mr. Moody explained, "is what we call our 'clean-up' plan. We have our men grouped into selling crews of five men each, and the territory divided into zones or districts.

McCollister Brothers, Inc., of Lake Charles, Louisiana, make weeping over the passing of the small town dealer seem rather premature.



"A crew consists of four canvassers and one closer. The latter is a salesman and is responsible for a specified territory in which he and his canvassers work. The crew helps him to locate definite prospects and he does the actual selling."

Ordinarily a crew spends a week to a community, providing it is comparatively small. A town of 1,000 to 1,500 people is considered large enough, for example, to keep a crew of five active for an entire week.

The salesman with his four canvassers goes into the town. He sends the canvassers out to "clean up" the place for prospects. The men search only for one type; there are different crews for each line the company sells, and each line does its own canvassing.

Under no circumstances are canvassers permitted to sell. They go to every house in town that possibly could contain a prospective purchaser. They rap at the door and interview whoever comes out. This interview determines whether the occupant of the house is a potential prospect for an electric refrigerator (considering

that the canvasser belongs to the Frigidaire selling group).

"In the interview it is important that the canvassers as well as the salesmen be men of intelligence," declared Mr. Moody. "Otherwise they are not able to determine whether a man is an actual prospect. It is not possible to depend upon what a man says in an interview as to whether he is in the market. The interviewer must be able to size-up the man while he talks and to determine from this general analysis plus what he says, as to whether he is a logical prospect, the one out of four who can afford to buy an electric refrigerator."

The canvassers make a report of each interview made, with notations as to which represent the potential prospects. The salesman of the crew follows up these reports immediately and gets a selling interview with the prospect.

"We do not permit our salesmen to go back the second time after a prospect," Mr. Moody declared. "If one of our men interviews a prospect

(Continued on page 646)

A. B. P. Head Pledges Support to Project for Preserving Integrity of Advertising

BY FREDERICK M. FEIKER

Managing Director, The Associated Business Papers, Inc.

THE Associated Business Papers will welcome and support a program for promoting common sense in advertising copy. Not only is such a program essential to the good name of advertising, but in the long-time view the value of advertising as a means of facilitating the sales and distribution of goods and services must rise or fall on the answer to this problem.

Advertisers, agents and publishers share this responsibility in common. It is not, as SALES MANAGEMENT has pointed out, the responsibility of the publisher alone. In the last three years publishers who are members of The Associated Business Papers have omitted from their columns more than \$75,000 in space in one class of advertising alone. Other publishers with less backbone have run the copy. Therefore any movement to secure results must include the advertiser and the agent, as well as the publisher in its set-up.

I. A. A. Cooperation

The members of The Associated Business Papers will, I am sure, support the key idea that there is an opportunity for cooperative effort through the organization of the International Advertising Association. The Advertising Commission, representing many of the organized groups of publishers, agents and advertisers, is already logically constituted to act, and as a member of the commission I feel sure, from discussions, that Major O'Keeffe, as chairman, and the other members, would welcome this idea.

What is needed is the centralization of an educational program through the advertiser, the agent and the publisher as to what constitutes common sense in copy. In the article entitled: "Advertising Ethics in a Buyer's Market," The Associated Business Papers has proposed the following definite standards of practice:

"Recognizing the mutual advantage to buyer, advertiser and publisher of



F. M. Feiker

In SALES MANAGEMENT for March 9 the editors revived a suggestion made originally in the spring of 1927, that an "Audit Bureau of Advertising" be formed to check mendacity in advertising. One thousand dollars was offered to the International Advertising Association toward the establishment of this board. Excerpts from the original proposals have been reprinted and will be distributed in limited quantities, without charge, to subscribers.

accepted standards for accurate, truthful and effective advertising, the following principles, which I presented at the fourth annual Executive Conference of the Associated Business Papers, Inc., are recommended for discussion

and acceptance by advertisers, advertising agents, publishers and organized manufacturing and trade groups:

"1. That advertising copy which singles out individual competitors is unfair and unethical.

"2. That effective copy best expresses what the product, equipment or service is, rather than what a competitor's is not.

"3. That comparisons between the manufacturer's product and old methods or present general practice are sounder business building than comparisons with a single competitor's product.

"4. That statements of comparative efficiencies must be accompanied by proof and complete supporting data in the same advertising copy.

"5. That advertisements of patent infringement suits being started and advertisements of preliminary injunctions are not acceptable.

Concerning Patent Rights

"An advertisement of a final decision is admissible, provided the facts are capable of substantiation, the wording subject to approval, and the court and circumstances of the decision clearly stated.

"A general notice that patent rights will be protected against infringement, as a general warning against the manufacture, sale or use of infringing appliances, is acceptable.

"6. That the buyer's belief in advertising statements is in the custody of the advertiser (or his agent) and the publisher, and both share the responsibility for fair play."

These standards of practice are proposed not as a last word, but as a basis for common discussion. The Associated Business Papers welcomes the program of SALES MANAGEMENT as a move toward constructive action. The spirit of the times indicates that organized business must clean its own house. Organized advertising has a responsibility as well as an opportunity.

Fleischmann Builds Dealer Good Will Through a Sales Film

BY HAROLD L. MENKEN

Fleischmann could not use the profits argument to expand markets because the unit of sale was so small. So they are taking the story of the health sales appeal in yeast to 250,000 dealers, with the idea of getting them to endorse the product at the point of sale. Increased sales have followed in the wake of showings of "Youth Regained" in many territories.

SEVERAL years ago the sales of the Fleischmann Company reached the limits of existing markets. The question of extending sales then became one of creating new markets and developing old ones to larger proportions. The present Fleischmann advertising policy was designed for this purpose.

An attempt was made to educate the public to the regular use of yeast as a necessary item for health. The story of yeast was told in magazines and newspapers with advertisements supported by personal testimonials. This advertising campaign created widespread consumer acceptance and demand for the Fleischmann product and sales continued to grow each year, but the company felt that the key to further development was to secure the enthusiastic recommendation of their dealers at the point and time of sale.

Securing 250,000 Endorsers

Fleischmann yeast is sold by more than 250,000 dealers and some method had to be devised to inspire these dealers to become enthusiastic endorsers of yeast for health purposes. The total sales of each individual dealer of yeast, though tremendous in the aggregate, are individually so small that the usual argument of greater profit through increasing sales was not effective. It was seen that the first step in securing the dealer's recommendation was to sell these dealers on the "yeast-for-health" idea for their own personal use, so that they in turn could testify to the beneficial results to the consumer.

It requires considerable time to explain the health value of yeast to each

individual dealer in sufficient detail to make him a convert and a booster. The sales schedule of the Fleischmann Company allows each salesman only three minutes for each call in order to cover his territory regularly. As this would not give sufficient time for a convincing talk, other means of dealer education had to be worked out.

A motion picture was decided upon for this purpose. A three-reel motion picture was prepared and titled "Youth Regained." It was later condensed to one reel of about 1,200 feet of film, requiring about eleven minutes to show.

"Youth Regained" tells the story of the health value of yeast to the human system and explains it in an interesting way that everybody can understand. The name Fleischmann appeared only once in the whole picture and at that point it is entirely incidental to the human interest of the characters and plot.

The picture shows a man in his office. He feels tired and dizzy. His boss complains about his lack of energy and the work left undone. The man goes sadly home, and is greeted by his energetic wife. She shows him a Fleischmann yeast advertisement and they discuss it together, but he decides to consult a physician.

Then comes one of the most interesting parts of the picture—a series of X-Ray pictures of the human stomach and intestines showing the actual processes of digestion. This is a scientific feature that was made in the X-Ray laboratory especially for the Fleischmann company. A physician, one of the foremost stomach specialists in the country, took the picture. These



Courtesy Consolidated Film Industries, Inc.

The Fleischmann sales film tells the story of a tired business man who discovers yeast as an aid to health. At only one point in the film is the Fleischmann Product shown

pictures were then animated for the film.

The doctor examines the patient and recommends yeast. He hands the man three cakes for his first treatments. This is the only place in the picture where the Fleischmann product is shown. Immediate improvement of the man's condition results and the picture ends with some good human interest close-ups—the satisfied boss and the happy couple in motion pic-

(Continued on page 647)

When You Plan Dealer Helps for the British Market

BY G. D. YOUNG

IN England, where the relationships between manufacturer and dealer and between dealer and customer have remained so long almost stationary, responding only gradually to the new development of scientific sales methods, the problem of dealer help is one that must be approached cautiously.

Many firms have entered the English market with a cut-and-dried policy, a fixed time-limit and elaborate schedules of advertising and dealer-help expenditure futilely confident that results must follow according to plan. In most cases they have departed as woefully as they eagerly arrived, blaming, of course, not the rigidity of their methods, but the stupidity of the dealers for not accepting the wonderful openings created for them.

This is a wrong interpretation. Because a firm spends some thousands of pounds in counter and window display matter, or in leaflets or booklets which the retailer is asked to distribute, it does not follow that this is dealer's help to which the dealer should help himself. If such were the case the counters and windows of our stores could not possibly accommodate the quantity of sales-promotion matter with which dealers are being daily bombarded.

The dealer in this country wants something more in the way of help than mere avalanches of showcards, cut-outs and fancy cardboard containers. Paying rent for the whole of his premises, he is still obtuse enough to feel that the space so paid for should not be placed at the disposal of the manufacturers of branded goods, even if he himself is stocking them. In many cases, where good salesmen are in the field, or where trade advertisements or direct-mail invite use, a decent display is obtained. Generally speaking, the greater part of this kind of dealer's help finds its way into the fire or waste-paper basket.

This is always a heavy "overhead" to manufacturers selling in England.

When Tetmal, which had previously been marketed in the United States under the name of Midol, was launch-



Because many concerns do not appreciate the British dealer's real problems, a large proportion of the dealer helps which are provided by manufacturers land in the waste basket

ed in this country one of the first questions that arose was how to force chemists to display showcards.

The method adopted to secure this was ingenious and highly successful. From the outset a monthly house organ, the *Tetmal Times*, of twelve pages was circulated to every chemist in the United Kingdom. In this appeared a column headed "Our Special Service Department," in which dealers were promised a new form of service each month, at the same time being invited to send constructive suggestions to promote sales, not of Tetmal only, but of all stocks carried by pharmacists. For the best suggestion received each month a prize of one guinea was offered.

The first service offered to retailers, without any obligation to purchase supplies, was four embossed showcards in three colors on which Tetmal would print retailers' names and four lines of their own specialties. The bottom quarter of these cards carried a Tetmal message.

The following message appeared in *Tetmal Times* and, it is significant, that though no other method was used to inform chemists of this offer, more

than 700 applied for showcards within a month:

Your own specialties—the creation of your own pharmaceutical skill and therapeutic knowledge—are what you desire most of all to sell and sell most of.

What better way to advertise these specialties than free embossed showcards in varying colors carrying your own name and pet lists? And as the seasons or months come round when you alter your list, brand new cards in colors will be yours gratis on receipt of your request.

The card is 12½ inches by 10 inches, a size convenient for window, door or counter. The general effect of the colored embossed lettering is most striking and effective as a sale-compelling advertisement.

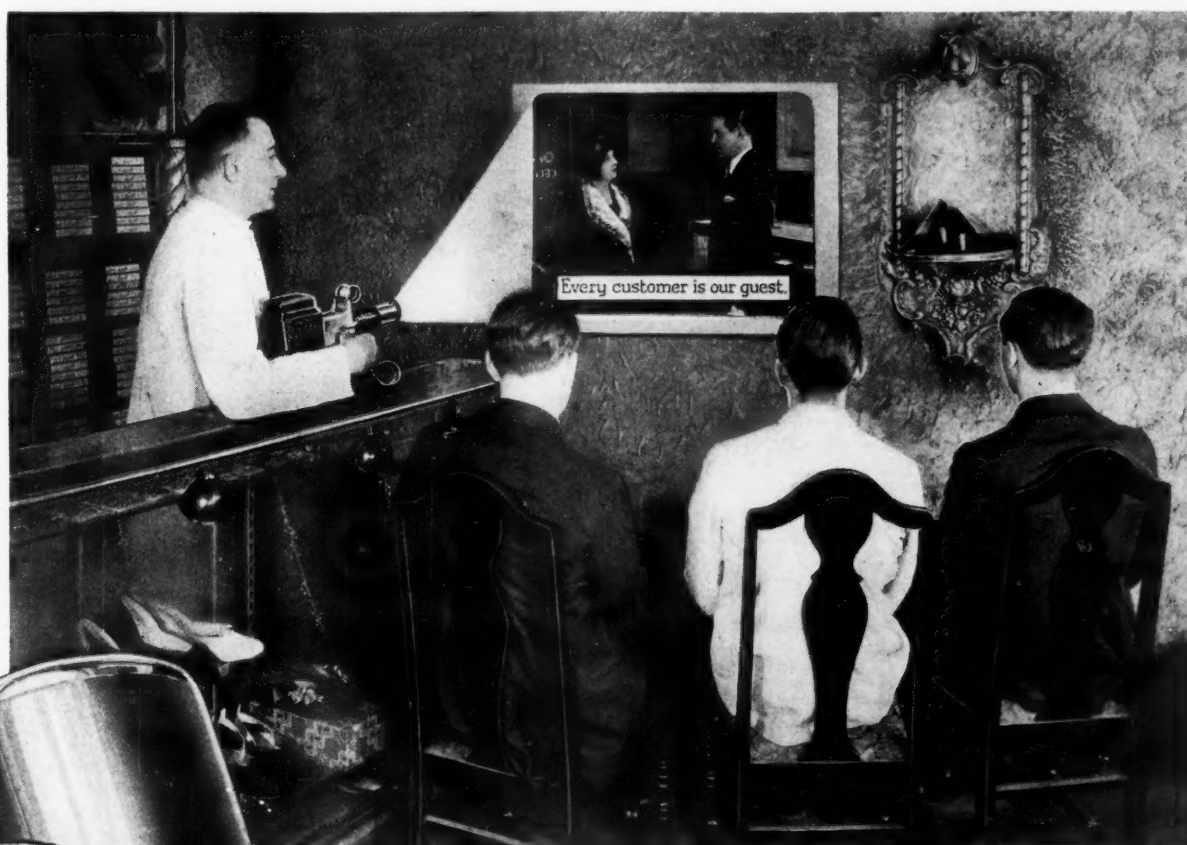
To obtain this unique showcard all you are asked to do is to fill in your own name and list of specialties selected and post, with slip containing your full name and address to Service Department, Tetmal, Ltd.

Utilize this splendid means of pushing your own lines and watch your sales mount.

In this unique and cheap fashion—the cards costing less than 5d. as embossed by the firm's own machine—the difficulty of having display matter really displayed was overcome.

Another offer of dealer help in the same campaign was the introduction of the "Welfare" package of 100

(Continued on page 642)



When the Shopkeeper Makes His Talk

It has been a hard job to get dealers to hold the right kind of meetings with their men.

Outstanding sales organizations are finding that dealers welcome the help of lighted pictures to give their men information about products and train them to be better salespeople.

It gives sales executives a simple economical method of multiplying and controlling these meetings all over the country.

We'd be glad to show you this effective sales training method, which is specially applied in each case. It costs remarkably little and is reinforced by national field service.

Every picture we have ever made has helped to accomplish the buyer's purpose.

Jam Handy Picture Service

Newspapers' Film Corporation

6227 Broadway, Chicago

NEW YORK, GRAYBAR BLDG. — DAYTON, 887 REIBOLD BLDG. — DETROIT, GENERAL MOTORS BUILDING
REGIONAL SALES AND SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE U. S.
STILL AND MOTION PICTURES — PROJECTORS — ANIMATED DRAWINGS — SCREENS — SLIDEFILMS



Think of the blessed convenience of a table salt that never lumps, cakes or hardens... that pours as freely in humid or rainy weather as in dry! Morton's Iodized Salt does this because it's made with cube-shaped crystals which tumble off one another instead of sticking together like the flake crystals of inferior salts.


Yet this is not the only reason for using Morton's Iodized Salt. It also saves children from simple goiter... a widespread cause of lack of vigor, irritability and mental backwardness. Made by an 80-year-old company famous for its insistence on quality, physicians pronounce it one of the safest and surest of goiter preventives. Try it!

IODIZED FOR GOITER PREVENTION. ALSO PLAIN

(Collins-Kirk, Inc.)

Morton and Masonite offer two excellent examples of the novel effects which an advertiser can obtain by displaying the product itself in new and different forms. This has the double advantage of high attention value and effective illustration.

The Advertising Gallery



Live in the Shelter of Masonite

A giant stride toward real home comfort... a great step forward in protecting family health... that's what Masonite, the all-wood insulating and building material, accomplishes for the thousands of home-owners who live within its shelter.

No longer do these families live in chilly, drafty rooms. No matter how cold it gets, how hard the wind blows, Masonite homes are cozy warm all winter long. And in summer when the sun scorches, these same homes remain comfortably cool. Noise is absorbed, dampness is shut out. Fuel savings are so great that they actually pay for Masonite insulation. Is it any wonder these homes have a greater resale value?

In new buildings, Masonite Structural Insulation serves as sheathing, for roof insulation, and as a sound deadener in floors. In old homes, it is installed under rafters and used for partitions, transforming waste attic space into cozy rooms. It is ideal for lining garages and basements or enclosing porches.

Masonite Insulating Lath provides smooth, crack-resistant walls and ceilings free from lath marks. It holds plaster with a tenacious grip that will not break under a pull of one thousand pounds per square foot. It enables each room to retain its heat in winter... even until you rise in the morning... and keeps heat out in summer.

Remember, too, that Masonite is made entirely of wood. It has wood's structural durability and building advantages. And, because it contains millions of tiny dead air cells, Masonite has wood's natural insulating ability multiplied many times.

Write today for the fascinating story of Masonite Structural Insulation. Surely, if you live in your own home or expect to build, you will want to know all about this all-wood insulation... the economics it gives... the comforts it provides. Just fill in and mail the coupon today.

MASONITE CORPORATION
111 West Washington St., Chicago, Ill.
BULLET, BUREAU, BIRMINGHAM

Masonite
STRUCTURAL INSULATION • INSULATING LATH • PRESWOOD

Another Masonite Product... a genuine wood based, non-combustible workability.

Send for FREE Booklet... Mail the attached coupon today. It will bring you the interesting story of Masonite Insulation... how it saves money in construction... how it should save.

(Williams & Cunningham)

OUR CLERKS

...pr as the "hand monde"
would say,—our personnel

are, if we may be permitted the liberty, quite excellent. Let us desist, for the nonce, from discussing the obvious—the superior quality of our groceries—and call your attention, if you will, to that all-too-often-neglected phase of grocerying—grocery people.

Our clerks and managers are, one might say, hand-picked—at least they are approved by the same searching eye that selects, for example, our perfect peaches.

Daily, long queues of applicants seek employment in our stores, but so rigid are our examinations, so adamant our Official Selector, that none but perfect persons pass into the precincts of our premises. No inferior clerks enter these superior stores—nay, never!

GRISTEDE BROS.

Superior Grocery Stores
Consult Local Phone Book for Your Neighborhood Store



Our Official Selector approving an applicant.

Of course most any two-handed man—or a one-handed one for that matter—could take your order... but our clerks are expected to do more than that. We expect them to be able to advise you intelligently when requested... to serve you pleasantly and promptly (without being requested)... to fill telephone orders with uncanny accuracy; to do the dozen and one (or the thousand and one) little things that make dealing at Gristede Stores more than a mere matter of money-saving.

And yet such unusual personnel (we couldn't resist any longer) will serve you a peck of potatoes with the same courtesy with which they hand you pate de foie gras.

FOUNDER'S WEEK SALE

A Tribute to the Founder of America's Greatest Food Institution... the A&P Stores



Your favorite, nationally advertised brands, of groceries are offered at prices that emphasize the value interpretation of the word "economy."

A&P's Great February Food Sale comes to a close on Saturday! Here is the time to buy your food smart... and to make substantial savings!

EIGHT O'CLOCK COFFEE

This coffee won the Gold Medal at the 1904 St. Louis Exposition. It is a blend of the highest quality Sumatra Coffee. Over a million pounds are sold every week through the A&P stores exclusively. We invite you to try this delicious coffee. It must give greater satisfaction or we will refund the purchase price.

SPECIAL FOUNDER'S WEEK PRICE... 1 lb.

29¢

REGULAR PRICE... 35¢

Fresh Butter... 55¢
Sugar... 5¢
Netter Tea... 25¢
Sunnyfield Flour... 85¢
Extra Quality Peas... 25¢
Iowa Pink Salmon... 22¢
Blue Rose Rice... 3¢
Del Monte Tomato Sauce... 4¢
Lark... 25¢
Sultana Juice... 15¢
Asparagus Tips... 74¢

White House MILK
Highest quality, creamed milk from the farms of Wisconsin's famous dairyland. Imported with its natural cream and butter.

Campbell's SOUPS
Your choice of all kinds of soups. A new value! These soups are your sure bet for a good meal. They are the best to buy as a soup.

CIGARETTES

Buy a case of your favorite brand. Lucky Strike, Old Gold, Chesterfield, Camel, Pall Mall, or Gitanes, at this low price! 3 packages for \$1.15.

\$1.15

These low prices are indicative of A&P's outstanding economy. Through A&P food stores other stores trade at regular prices.

AT ALL A&P MEAT MARKETS
A&P meat markets are being established in every neighborhood. These are a new outlet for your neighborhood's meat. A&P meat markets offer a complete stock of specially selected meats at prices that are sure to give you the best value in quality, variety, and price.

Fresh Vegetables
Delicious vegetables... fresh! Delicious and delicious advice fresh grows daily!

CORN, PEAS or TOMATOES
Your choice of all kinds of corn, peas or tomatoes. A new value! These are your sure bet for a good meal. They are the best to buy as a soup.

THE GREAT ATLANTIC & PACIFIC TEA CO.

(The Z. L. Potter Company)

Retail grocery advertising in the daily papers seldom makes any pretense of pleasing the eye. Its appeal is invariably one of price only. Two chain organizations, however, have recently been paying more attention to form, with satisfactory effect.

Mohawk finds a new way of telling readers its carpets are thick and quiet and that General Motors is one of its customers.



"Gin'ral Motors, do ye say, Hortense?"

"It is that. An' bein' ye ar' new here, I wud have ye mind thim loovely carpets."

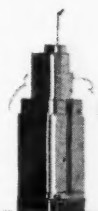
"It's quiet they ar', to be sure."

"Quiet! Gin'ral, ye don't even know ye ar' comin' till ye ar' there!"

+ + +

HORTENSE is right, of course.

They are quiet, these yards and yards of Mohawk carpet laid in the General Motors offices, 57th and Broadway. And how they do make for concentration and office efficiency in this city of cacophony!



MOHAWK RUGS & CARPETS

3700 MOHAWK CARPET MILLS, AMSTERDAM, NEW YORK

(Direct)

How Radio Broadcast Advertising Affects Printed Page Media

PRINTED herewith are the records for two years of broadcast advertising in the air placed side by side with the corresponding records of advertising in the magazines, so that readers may see for themselves what effect, if any, the new medium is having on use of the printed page. Magazine advertising data are used alone for this purpose because nothing equally comprehensive is available for other media.

Is advertising in the air helping or hurting the other media? At its inception about three years ago we heard of many misgivings. Some publishers saw in it a dangerous rival. Some critics professed doubts of its economic efficiency. There were forebodings for the industry itself, that listeners, disgusted with untimely and misplaced sales talks, would turn from their receiving sets to other diversions.

Secured Attention

The broadcasting companies, seeking revenue to support their expenses, persevered. This and that concern's "hour" began to be talked about with approval as programs were improved. Large advertising agencies set up special departments to take care of business for the new medium. Users of air advertising reported sheaves of inquiries following offers of samples or the like, proving at least that attention of listeners in considerable numbers had been secured.

But after all the heated discussion of what might be going to happen, no one seemed interested in reporting what has actually occurred after the lapse of a sufficient time to give us at least an inkling of what has been going on, either in verification of the predictions or to prove that they were unfounded.

A reason for this may be found in the fact that the air advertising records for the last two years are not strictly comparable. Those for 1927 consisted of nothing but the expenditures for time on the National Broadcasting Company system, whereas those for 1928 include also the charges for time on the Columbia system as well as the cost of the programs.

When we learn, therefore, that

Two Years of Broadcast Advertising by Industries

	*Broadcast advertising in the air		*Advertising in the magazines	
	1928	1927	1928	1927
Radio, phonograph and musical instruments ... \$	2,082,000	\$1,103,000	\$ 5,384,000	\$ 7,065,000
Automobiles	1,249,000	423,000	22,937,000	24,524,000
Drugs and toilet	978,000	300,000	30,032,000	27,190,000
Foods and beverages	773,000	428,000	27,284,000	25,603,000
Confectionery and soft drinks	701,000	260,000	3,722,000	4,226,000
Financial and insurance ..	656,000	471,000	2,969,000	2,803,000
Stationery and books	602,000	171,000	5,676,000	5,450,000
Furnishings	410,000	206,000	17,999,000	17,630,000
Tobacco	387,000	37,000	5,220,000	4,722,000
Petroleum products	311,000	22,000	3,317,000	2,863,000
Shoes and baggage	190,000	33,000	3,503,000	3,450,000
Soap and house supplies ..	182,000	91,000	8,721,000	7,471,000
Travel and amusement ...	99,000	23,000	6,231,000	7,094,000
Clothing and drygoods ...	62,000	12,000	7,534,000	9,015,000
Jewelry and silverware ...	47,000	27,000	4,950,000	4,892,000
Sports	45,000	2,000	3,886,000	3,646,000
Building material	42,000	30,000	9,816,000	9,895,000
Paint and hardware	28,000	18,000	3,675,000	4,087,000
Office equipment	23,000	79,000	2,705,000	2,693,000
Machinery	14,000	10,000	2,309,000	2,416,000
Garden	5,000	1,268,000	1,090,000
Schools	6,000	3,272,000	3,345,000
Miscellaneous	1,407,000	7,000	2,791,000	2,519,000
	\$10,252,000	\$3,760,000	\$185,205,000	\$183,390,000

* Compiled From National Advertising Records.

total expenditures, exclusive of local broadcasting, in the former year was only \$3,760,000, compared with \$10,252,497 in 1928 we see that the expansion indicated is more apparent than real.

Two facts, however, serve to give these records evidential value as a clue to marked growth. In the first place the National system greatly preponderates. In the second place we have the records for January, 1929, and 1928, when both systems were included, and they show a growth in 1929 over 1928 of 71 per cent—nothing like the apparent increase in the full year, 1928, but substantial enough as an index to prove the trend.

It is tolerably clear from the figures tabulated that in the case of the two largest users of time in the air—radio and its associates, and automobiles—some part of the money that usually would have gone to the printed page

was diverted. It would seem also that the confectioners were inclined to try substitution.

For the most part, however, there is fairly clear proof in the figures that advertising in the air is used as a feeder of or supplement to other forms of advertising. In this respect the facts, such as they are, conform to the most generally accepted theory. No one pretends that goods are likely to be sold because of a casual mention of their manufacturer in the course of an hour's entertainment. It is assumed that general prestige may be enhanced by such means and that more than passing interest may be aroused. In the best practice such tabulation of interest can but whet desire to find out more about the goods alluded to in this casual manner and so ensure reading of advertisements providing the necessary details.

(Continued on page 646)

Here is all it Now costs to Telephone

60¢ New York-Philadelphia Hartford-White Plains Chicago-South Bend Cincinnati-Lexington Milwaukee-Chicago	75¢ Scranton-New York Indianapolis-Dayton Decatur-St. Louis Philadelphia-White Plains Ashland-Cincinnati	\$1.15 Houston-Shreveport Pittsburgh-Detroit Montreal-Albany New York-Washington Waterloo-Omaha
\$1.35 Boston-Philadelphia St. Louis-Chicago Indianapolis-Cleveland Milwaukee-Detroit Montgomery-Nashville	\$1.65 Atlanta-Memphis Cleveland-Milwaukee St. Louis-Omaha Baltimore-Boston Phoenix-Los Angeles	\$1.95 Chicago-Toronto Denver-Wichita Dallas-Kansas City Atlanta-New Orleans Pittsburgh-Boston
\$2.35 New York-Dayton Dallas-St. Louis St. Paul-Detroit Boston-Cleveland Denver-Kansas City	\$3.00 Chicago-New York New York-Atlanta Chicago-Dallas St. Louis-Philadelphia Montreal-Chicago	\$8.75 Coast to Coast (New York-Los Angeles)

This assortment of "samples"—basic day rates—shows how little it costs to talk and get your answer

ONE very essential thing about calls to distant points is the new low rates, but more important is what they will accomplish.

For example, one call from Ohio to Virginia, costing \$2.10, sold 10 carloads of flour.

A call from Mississippi to New York closed a \$150,000 wholesale dry goods order.

A call from New York to South Carolina costing \$3.65 completed a real estate transaction of \$160,000. A telephone conversation from New York to Toledo purchased a million dollar flour mill.

Not that one call always closes the deal. As a matter of fact by far the greatest value of telephone calls to any company is their regular daily use in developing business.

What out of town people should you call now?

Service to points near and far is so speedy that the operator will probably ask you to hold the line.

Calling by number takes less time.
Bell Telephone Service . . . *Quick* . . .
. . . . *Inexpensive* *Universal*.





The Sales Managers' Bookshelf

Analyzing a Typical American Community

IT has been done before. The Curtis Publishing Company put Sabetha, Kansas, under the microscope and told agencies and advertisers what it found. The International Magazine Company, Inc., in its investigation of buying centers, made an intensive study of Watertown, New York. The *Literary Digest* published its survey of Zanesville, Ohio, as a part of its promotion program for the home telephone market. These surveys were all undertaken in close connection with the publishers' efforts to sell advertising space by means of market analyses—and so the publisher in each instance told just where the survey was made.

There is no sales objective in "Middletown—A Study in Contemporary American Culture" (Harcourt, Brace & Company) by Robert S. Lynd and Helen Merrell Lynd. It is a volume far more exhaustive than the surveys just mentioned. Of 550 pages, the volume is documented with twenty-four statistical tables. For more than a year a staff of workers, headed by the Lynds and financed by the Institute of Social and Religious Research, investigated the small American city "as objectively as an anthropologist investigates a tribe in Central Australia." Never was there so elaborate a study: "the penetrating treatment . . . prompts the anonymity of the name 'Middletown'" says the publishers note on the wrapper.

SALES MANAGEMENT'S reviewer commends to any space buyer, market analyst or much-traveled sales manager the task of unveiling this anonymity, as an amusing preliminary to a careful reading of this volume considered descriptive of a typical and representative community, discovering from internal evidence wherein the city dif-

fers from other mid-West communities and learning just where and what is Middletown. Some of the data for this identification are: population (1885) 6,000, (1890) 11,000, now, 35,000 or more; natural gas discovered in 1886-87; industries: glass, metal, automobile parts, woven wire fence; nearest large city, under 350,000, about sixty miles distant. The name of the state, Indiana, slips out accidentally on page 93—after one has been puzzling between it and Ohio—and the actual name of the river on which "Middletown" lies is given on page 225. On the map of Indiana look for White River; near a little village called Middletown, you will find Muncie, which checks with the half-dozen statistical clues given above.

But that identification in itself is unimportant unless it gives you a sharper definition of the Lynds' survey. The representative character outlined is far more important. The import of this book is in the facts observed objectively, and in their interpretation subjectively, for there is a degree of subjectivity to the study. The point of view is not yours or mine, but that of a liberal, even radical social worker.

The inquiry concentrated on the years 1890 and 1924, "not to reveal the contrasts but to reveal past behavior as conditioning present behavior." The inhabitants of the city are divided into the working class and the business class, with seventy-one of the former to twenty-nine of the latter in every hundred persons gainfully employed, a far more realistic division than the conventional lower, middle and upper class.

The survey is broken into six parts: Getting a Living; Making a Home; Training the Young; Using Leisure; Engaging in Religious Practices and Engaging in Community Activities.

The general conclusion of the investigators is not very clear. Even so

small a city is complex and cannot be summed up in a brief formula. "Living moves at a bewildering variety of gaits" so that side by side there are "the psychology of the last century in training children in the home and the psychology of the present century in persuading citizens to buy from stores." Perhaps the tendency away from centralized laundering outside the home and the "installation of costly electrical machine units . . . represents a back eddy in home-making technique." You may not agree with the authors in their deductions, but read what they have to say.

They show, among many other things of great interest to all who sell and advertise, the enormous importance of the high school in the social and economic standards of today—how much silk stockings, stylish dress and automobile ownership mean to the boys and girls in secondary classes and through them to their parents. Basketball and other organized, commercialized and semi-professional high school sports; the Y. M. C. A., centering on the gymnasium, and the Kiwanis and Rotary clubs with their more enthusiastic and "religious-minded" following than the churches, even in this strong Ku Klux Klan territory; the tremendous influence of motor cars, moving pictures and radio entertainment are all touched upon in this interestingly written study.

Extending a "Saturated" Market

Motor highways are better and automobile maps far superior in France and Switzerland, than in the United States. "The *Cartes Michelin* (Michelin Tire Road Maps) offer a hint to General Motors or Standard Oil" says Earnest Elmo Calkins in "Virgin Territory for Motor Cars," an article in the March *Atlantic Monthly*. The maps and the guide book for motorists, also put out by Michelin, indicate all roads, all landmarks and all that is picturesque. They are "as full of detail as one of Hogarth's prints." The maps "fold like an accordion, map outside. Any sector may be opened to. The guide has "a graphic system of symbols which you can read at a glance. . . . A tiny building with one gable indicates the humble village inn, a row of five gables stands for the *Hotels Splendides*; and primitive hostels, where rooms are not recommended but where satisfactory meals are obtainable have a cup and crossed fork and spoon."

American roads must be improved. "Before the car buyer realizes there is no place to go and stops buying cars (Continued on page 645)

and TIMES

The Oklahoman and Times new high circulations of 172,021 daily; 104,566 Sunday, and 189,780 combined Sunday Oklahoman and Evening Times give advertisers a thorough coverage of the Oklahoma City Market at a lower milline cost than before--\$2.33 daily--\$3.34 Sunday--\$2.37 Sunday Oklahoman and Evening Times.

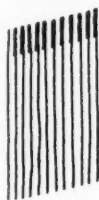
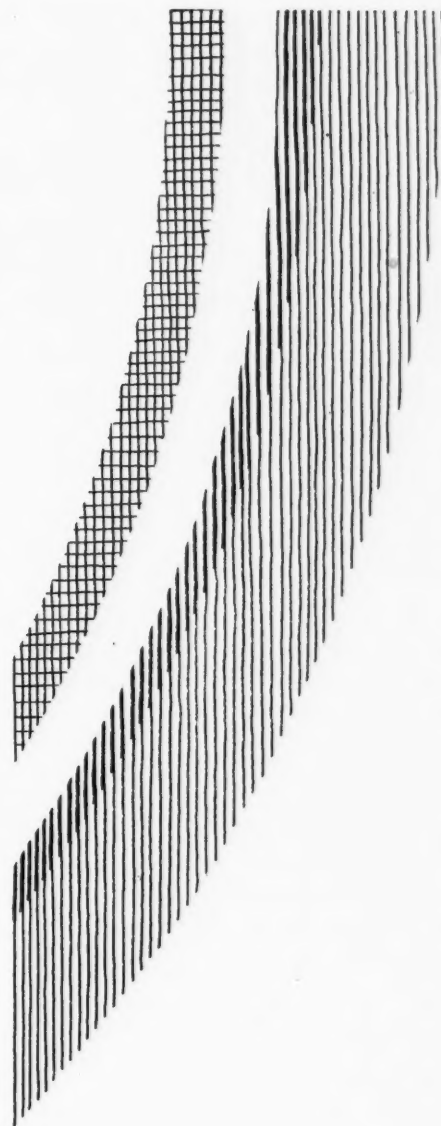
Out of the 172,021 total circulation of the Oklahoman and Times, 137,851, or 80%, is concentrated in the Oklahoma City Market. This is more than the total combined circulations of all other daily newspapers published in this area. The *home-delivered* circulation alone of the Oklahoman and Times in the 68-mile suburban radius almost equals the *total* combined circulations of all other dailies in the same territory.

Oklahoman and Times circulations are at the highest points in their twenty-six-year history--by far the largest circulations, singly or combined, of any newspaper published in Oklahoma--and adding thousands of new readers every month.

The year 1929 will reward advertisers in the Oklahoman and Times more than ever before. Oklahoma City offers 20,000 more people--the Oklahoman and Times 18,077 more circulation than in 1928. What an opportunity!

Ride this rising tide! Plan an adequate campaign NOW in the Oklahoma City Market. Plan your effort for the Oklahoman and Times which are keeping abreast of the full possibilities for greater business in this rich and responsive market.

GAIN OVER 18,077
JANUARY 1928



98 Per Cent of Advertisers Oppose "Paid Testimonial," Survey Shows

Ninety-eight per cent of America's advertisers and agencies are opposed to the use of purchased testimonials in advertising.

This fact was brought out by returns to a questionnaire sent by the National Better Business Bureau to 4,000 prominent advertising men—preliminary results of which were disclosed to this magazine last week.

Of the seven hundred and forty-two answers received by Wednesday, six hundred and eighty-six were opposed to paid testimonials.

Only forty-six, or about 2 per cent, saw no harm in it—but of this number thirty-two favored the practice with "reservations."

Only seventeen persons endorsed, without qualification, the use of purchased testimonial.

Ten of those who replied took no stand.

"Do you believe the use of purchased testimonial is good for advertising in general?" This was the general question which the bureau asked.

"Yes. If the testimonials are true, unsolicited, honest and sincere," is the general answer of those who favor its use with qualification.

While those who did not favor it replied: "No. It undermines public confidence in advertising. It is diverging from the motto, truth in advertising. It is bringing about an indifference of the public to all advertising."

The case of those who favor the use of purchased testimonials is summed up in the answer given by the executive of a large motor car company (which, by the way, does not use them): "Testimonial advertising is all right if: 1. It represents truthfully what would be likely to be said; 2. It does not directly and destructively assail another industry of generally accepted good standing."

"The 'believability' of all advertising suffers from purchased testimonials," says the president of a Western advertising agency. "If the advertisers but knew it, too often the reader's reaction is 'What t'ell do I care if she wears 'em.'" He feels that the practice will undermine advertising in general.

One of the undecided, a manufacturer, uses the battle cry of several advertisers: "It must be good, or so many wouldn't use it. Personally, I suspect

paid testimonials are not good, for when the general public learns of their insincerity and untruthfulness the whole structure of advertising will undoubtedly suffer."

"It is not the fault of the purchased testimonial," says the executive of a weaving company, from the group who are on the fence. "It is the abuse of the testimonial which is subversive to the best interests of advertising."

"Folks love chat and gossip," states the executive of a spice company, defending paid testimonials. "The testimonial adds this element to advertising. Such ads are for the consumption of a public which knows bunk and likes it. Nobody is deceived and advertising gains additional human interest through the gabby statement which is only accepted for what it is worth—not much."

A drug company executive feels that testimonials have their place in advertising, and in this place are not harmful. "If the testimonial takes the form of the report of a consulting engineer or a medical authority it is worth something. Only when its testimonial becomes ridiculous, as in some recent campaigns, is it harmful," he says.

"General advertising will gain in dignity and sincerity through the abuse of purchased testimonials," is the prediction of an executive in a gift importing organization which does not use testimonials. "I believe the purchased testimonial will tend to depreciate the value of advertising and will probably weaken the effectiveness of advertising of testimonial nature."

"A large part of the beliefs, ideas and knowledge of the public comes from others, through newspapers and magazines. What is the difference if you pay for the testimonial of a well-known person to influence others or buy space in which to give your own testimony?" is the pertinent question brought up by the executive of a piston ring company.

"Immaterial!" is the answer of a New York advertising executive. "The whole rumpus is a tempest in a teapot. Why try to make advertising a little Angel-face when testimonials seem to have an appeal for the consumer."

"If those advertisers who are spending

vast sums on testimonials would spend a little money to learn the public reaction, they would probably find that testimonials do not motivate the public to buy," is the suggestion a Western auto accessory company official accompanies with his answer disapproving of the testimonial practice.

"The testimonial has been dragged through the mire the last two years. It helps neither the giver nor the user, nor will for years," is the negative opinion of a radio official. He tells the story of a campaign using testimonials launched by his company two years ago, but withdrawn because "tobacco companies were running wild with testimonials."

"I am interested in sounding out people on how they stand on the use of paid testimonials. Practically everyone I question regards them with suspicion. From this suspicion it is an easy step to extend the destruction of confidence to other forms of advertising," says the head of a New York advertising agency. He also suggests that the A. A. A. A. cooperate with the Better Business Bureau in working against the abuse of paid testimonial advertising.

"No one believes praise invited and paid for," is the terse comment of another enemy of the paid testimonial, an executive in a baking company.

"With mail and air full of propaganda, more and more people are 'from Missouri,'" is the offering of an official in Massachusetts.

"It is just as unethical to purchase testimonials as it is to indulge in perjury in court. Both violate the same principle and the offense differs only in degree," is the analogy drawn by the executive of a Chicago electric company.

Edward L. Greene, managing director of the National Better Business Bureau, expects that at least 1,000 of the 4,000 executives to whom the questionnaire was sent will reply.

In cooperation with representative advertising interests, the bureau will decide later as to what recommendations and action will be taken with regard to this practice.

Cowan & Prindle, Inc., New York agency, is now located in the Manhattan Life Building, 654 Madison Avenue.

Merseles, President of Johns-Manville, Dies; Noted Sales Organizer

Theodore F. Merseles, president of Johns-Manville Corporation, president of the Canadian Realty Corporation, chairman of the executive committee and former president of Montgomery Ward & Company and director of a dozen banks, insurance companies, railroads and industrial concerns, died from a heart attack at the Del Monte Hotel, Del Monte, California, last week. He was sixty-five years old.

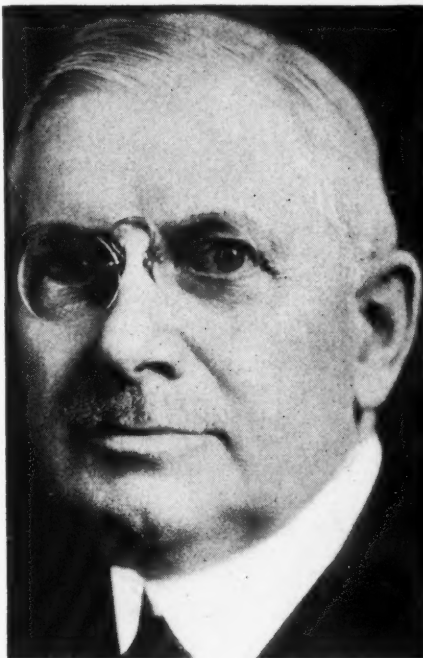
Mr. Merseles is known particularly for his accomplishments of reorganization, merchandising and sales leadership. Born in Jersey City, a descendant of early Dutch settlers, Mr. Merseles finished school at eighteen and began his career with the Pennsylvania Railroad and Trunk Line Association as clerk and stenographer. When the World's Fair opened in Chicago in 1893 young Merseles traveled West in search of opportunity. Inspired by the great bicycle fad of the middle nineties, he found an outlet for his merchandising talent with a small concern, the Western Wheel Works, becoming vice-president and general manager.

Competition in the field becoming intense, Mr. Merseles negotiated a combination with Col. A. A. Pope of Hartford and A. G. Spalding of Chicago, resulting in the American Bicycle Company, known as the "bicycle trust," with Mr. Merseles as vice-president.

At the age of forty he decided to seek other fields of endeavor and joined the National Cloak and Suit Company, then doing an annual business of about \$1,000,000. He stayed with National for eighteen years, becoming vice-president and general manager. When he resigned in 1920, to become president of Montgomery Ward & Company, the company's business totaled \$50,000,000 a year.

Selected by J. P. Morgan & Company to guide Montgomery Ward out of its post-war \$9,000,000 deficit in 1920, Mr. Merseles, with his new policies, new merchandising plans and able leadership, brought this pioneer mail-order house back to the top in its field until in 1926 its sales totaled over \$185,000,000 and a profit of nearly \$9,000,000.

Then again in 1927 Morgan needed his assistance and he resigned from Montgomery Ward to become president of Johns-Manville. Although without previous experience in the asbestos business, he had already, at the time of his death, been able to achieve substantial business increases there.



Theodore F. Merseles

Advertisers', Inc., Opens Four Branch Offices

Advertisers', Incorporated, Detroit, announced this week the opening of four branch offices: in New York, under Gerald McSweeney; San Francisco, C. W. Macfarlane; Seattle, Charles E. Perrine; and Los Angeles, M. C. Borland.

Mr. McSweeney has been with Chrysler Motors for the past year and previously was with Westinghouse Electric & Manufacturing Company. Mr. Macfarlane has been an advertising and publicity man, specializing in automobile accounts, and was recently with George Harrison Phelps. Mr. Perrine was formerly automobile editor of the *Seattle Post-Intelligencer*. Mr. Borland has for some time been actively connected with the advertising of Chrysler products in the West.

Chevrolet Increases 1929 Sales Estimate

An output for 1929 of 1,350,000 units, instead of the 1,250,000 originally estimated, was forecast this week by R. H. Grant, vice-president in charge of sales of Chevrolet Motor Car Company, who has just returned to Detroit after six weeks of conducting dealer meetings in the northern and western sections of the country. Business conditions, Mr. Grant feels, warrant the change in his estimate. "Beyond the 1,350,000 figure we cannot go with our present facilities," he says, "but these can be increased if the demand justifies."

San Francisco and Los Angeles Bury Promotion Hatchet

After years of strenuous competition, Californians, Inc., representing San Francisco and Northern California, and the All Year Club of Southern California, Los Angeles, have inaugurated a cooperative advertising program and will present, side by side, in double-page spreads, the advantages not only of each section but of the whole state of California.

The first advertisement of the series appeared in the *Saturday Evening Post* last month.

"Although there are many reasons why it is logical for Californians, Inc., and the All Year Club to continue to devote their promotion efforts primarily to their own sections, because of their different climatic conditions and economic opportunities," explained Don Thomas, executive secretary of the All Year Club, "we believed that a series of joint advertisements would overcome the impression which many in the East entertain that there was a bitter rivalry between San Francisco and Los Angeles."

"Executives in both sections realized that it would be healthy for the two sections to work occasionally as a unit. Recently, the executive committee of the All Year Club and of Californians, Inc., came together and agreed to try the idea."

Although Mr. Thomas had as yet no data on the results from the initial advertisement, he said that both organizations have received favorable comments from leading executives in the East.

The campaigns of the All Year Club and Californians, Inc., with approximately \$1,000,000 and \$600,000 appropriated annually, rank first among the community advertising programs in the country. The All Year Club also is among the oldest. Californians, Inc., was established about seven years ago.

Alexander Will Join World on April 1

The appointment of E. M. Alexander as vice-president in charge of display advertising on the *Morning Evening* and *Sunday World* was announced in the March 9 issue of *SALES MANAGEMENT* (page 572), to take effect April 22.

Mr. Alexander made a subsequent announcement this week that he has been able to obtain an immediate release from the *New York Evening Journal* and will join the *World* April 1.

Ford Builds \$16,774,672 Business from Sale of By-Products

The volume of by-products of the Ford Motor Company increased \$3,758,132.91 last year, Henry Ford announced this week. Total by-products for 1928 aggregated \$16,774,672.

Savings of the Ford plants ranged from platinum to floor sweepings. Everything which could not be used in motor car building was sold or devoted to the manufacture of marketable products.

Waste wood from the sawmill and body plants of the Ford Motor Company in Northern Michigan was conveyed to a chemical plant, where it was converted into charcoal briquets and industrial chemicals. Slag was sold in the Detroit area for surfacing roads.

There was a gain of \$110,846 in the value of ammonium sulphate, which is distributed by Ford dealers to farmers and gardeners for fertilizer.

The gas sold to the Detroit City Gas Company represents the quantity accumulated over week-ends and holidays when plants are not operating at full capacity.

All surplus coke was disposed of on the commercial market. Capacity of the coke ovens was increased during the year in order to obtain gas for the operation of the Rouge plant, which accounts for an increase in the quantity of coke marketed. Coke was sold in Detroit, shipped by rail to points in Michigan and by water to Great Lakes cities. Benzol, sold for motor fuel in Detroit, gave the Ford company a greater return by \$795,383 in 1928. This increase was made possible by the additional coke ovens.

There was also a substantial increase in the return from glass sales. Plate glass is manufactured by the Ford Motor Company for use in its automobiles, but in order to obtain economical and efficient operation of the factory the surplus is marketed to the commercial trade.

Coal from the Ford-owned mines in Eastern Kentucky was sold by rail shipment to coal dealers in the Middle West and from the Ford dock at Duluth for use in the Northwest. The by-products report also included the sale of Johansson gauges. These precision measurement blocks are used by manufacturing establishments and are the standard of measurement at the Bureau of Standards in Washington. The gauges are manufactured by the C. E. Johansson Division of the Ford Motor Company at Dearborn and are employed throughout the Ford and Lincoln automobile plants.

To Introduce "Companion Car" to Oldsmobile

A new companion car to Oldsmobile will soon be introduced. The car will be produced by the Olds Motor Works and will be marketed by their regular dealer organization.

Details will not be announced until after April 1.

The new car will be the third "companion" to be produced by a unit of General Motors. The first was the Pontiac, companion to Oakland, and the other the LaSalle, a lower-priced Cadillac. Buick and Chevrolet have no "companion car."

Copeland Expands Dealer Organization; Aims at 60,000 Sales in 1929

With a dozen new distributors and one hundred new dealers added in the past two months and an enlarged advertising campaign just launched in seventy-five cities and in trade and national media, Copeland Sales Company, Detroit, is seeking a sales record of 60,000 units for 1929.

On February 25 the company had seven times as many unfilled orders on hand as on the same date last year.

A national poster campaign will appear in March, April and June. This will be supplemented by the *Saturday Evening Post*, beginning March 16, and by eight business papers. In addition the company furnishes dealers six newspaper advertisements each month—but does not participate in the cost of space except by special agreement given in certain cities.

The greatest advancement in the 1929 business, A. M. Taylor, manager of the advertising and sales promotion, pointed out, is expected to be in the commercial refrigeration field.

The Copeland household line is divided into three sections—ranging in price from \$195 to \$720. The De Luxe line is electric lighted and available in six different colors.

The company also manufactures water-coolers.

Mavis Sells 5,000,000 Bottles in Four Months

Five million bottles of Mavis, a chocolate beverage, will have been distributed through the Mavis Bottling Company's four-month drive ending March 20. Approximately 200,000 fountain pens have been presented to Mavis users during the campaign, each fountain pen costing its recipient twenty-five Mavis bottle caps and twenty-five cents in cash.

The two-year-old Mavis company held its first general conference at New York last week. Expansion of grocery store distribution and an intensive "indoor" advertising campaign were discussed.

There are eighty-nine distribution points for Mavis east of the Mississippi River.

Walter B. Pearson, president of the company; Dr. W. B. Peniman, of Peniman & Brown, Baltimore, consulting chemists for the company; Raymond Rubicam, of Young & Rubicam, the agency handling the Mavis account, and E. Elwell, in charge of production, were speakers at the conference.

The Comparative Value of Ford By-Products in 1927 and 1928

	1927	1928
Ammonium sulphate	\$ 703,412.66	\$ 814,259.62
Benzol—motor	971,958.59	1,767,341.95
Cement	1,098,162.46	819,195.05
Charcoal	329,776.64	362,375.88
Coal	3,760,227.45	2,834,677.36
Coke	1,669,854.01	3,627,953.20
Gas	580,367.75	439,349.89
Glass	1,529,272.52	1,857,309.50
Lumber	103,301.65	103,414.56
Pig iron		10,544.77
Scrap	1,710,044.73	3,573,877.60
Slag	77,379.14	161,049.52
Wood distillation	418,740.94	324,432.37
Johansson gauge	64,041.16	78,891.32
	<u>\$13,016,539.68</u>	<u>\$16,774,672.59</u>

A Mere 85 Million Dollars

¶ SALES MANAGEMENT subscribers among the 150 largest national magazine advertisers invested \$85,053,566 in the 89 magazines checked by the National Advertising Records.

¶ This sum represented 88.6 per cent of the total general magazine appropriations of these companies. These subscribers, plus those in advertising agencies representing the few large advertisers who do not subscribe to SALES MANAGEMENT, are responsible for 99.09 per cent of the magazine advertising placed by the 150 largest.

¶ Publishers, advertising agencies and others who wish to place their story before the men who cast the deciding vote in the purchase of space and marketing department equipment, find that the SALES MANAGEMENT advertising pages go straight to the desk of the right man (or in a great many cases, to his reading table at home).

¶ Since SALES MANAGEMENT became a weekly the circulation among top executives of the largest national advertisers has shown a steady increase.

Chrysler Speeds Activity in Lower-Priced Line; Appoints Sales Heads

Chrysler—the third largest automobile manufacturing organization—has entered the less-than-\$1,000 field with their Plymouth car in more aggressive competition with Ford and General Motors. The Plymouth was first introduced a year ago.

"Since the low-priced market is the broad base of the automobile business, constituting about 80 per cent of the whole," Chrysler officials said this week, "Plymouth operation is intended to be the base of the whole Chrysler Motors business structure."

To establish and maintain contact with dealers, the Plymouth Motor Corporation has appointed a field organization operating in six regions and twenty-four districts in the country.

A. Van Der Zee, formerly of the Chrysler Sales Corporation, and more recently region manager and then director of sales with Plymouth, has been appointed general sales manager of the Plymouth Motor Corporation, with supervision of the plans for expansion.

Other Plymouth sales executives are J. W. Hutchins, assistant general sales manager; G. F. Lord, director of market development; Kenneth G. Pound, director of distribution; H. E. Heath, service manager; J. B. Wagstaff, director of sales promotion; and R. J. Link, chief analyst.

The new Plymouth is selling for \$655 to \$695.

De Soto, another comparatively new Chrysler car, selling from \$845 to \$955, has also an important part in the corporation's promotion efforts.

Petro Establishes Service Bureau

Petroleum Heat & Power Company has established an advertising and publicity service bureau to aid distributors and dealers in their promotional work. J. R. Lunstead, formerly of the Radio Corporation of America, is in charge.

In addition to the actual distribution of electros and other material, the new service bureau will keep distributors and dealers posted on the latest methods of preparing and placing their local advertising, and endeavor to secure for them the best results from their efforts.

Vernon J. Everton has become manager of the electrotype division of the Pontiac Engraving & Electrotypes Company, Chicago.



A. Van Der Zee

New Experimenter Heads in Reorganization

The Irving Trust Company, receiver, has effected a reorganization of the managing personnel of the Experimenter Publishing Company of New York—under which Arthur H. Lynch will take charge of the editorial and advertising departments of all Experimenter and Consrud publications, and B. A. Mackinnon, circulation. Mr. Lynch, now in the radio manufacturing business, is a former editor of *Radio Broadcasting*, Mr. Mackinnon was for twenty years circulation manager of the *Pictorial Review* and is now publisher of four magazines—*Aeroplane Talk*, *Complete Novel Magazine*, *Complete Detective Novel Magazine* and *Screen Book Magazine*.

Bement Agency Elects Lloyd Vice-President

Milby W. Lloyd has been elected vice-president of Austin F. Bement, Inc., advertising agency of Detroit and Chicago. Austin F. Bement, organizer and for four years president, becomes president and treasurer. Edward S. Adams, formerly vice-president and treasurer, has retired to devote himself to other interests.

Mr. Lloyd recently was president of the Lloyd-Skinner Realty Company, an executive of the Lloyd Tobacco Company, both of Tampa, and part owner of the *Tampa Tribune*. For a number of years before taking up his residence in Florida he conducted a consulting sales management service at Richmond, Virginia.

\$125,000,000 Merger Formed by 32 Farm Machine Concerns

The United Tractor and Equipment Corporation, an association of thirty-two independent manufacturers and distributors of tractors, farm implements and industrial equipment with combined assets of \$125,000,000, was organized this week.

Through several hundred dealers in the United States and Canada the member companies will manufacture and distribute a full line of machinery designed to be operated with a tractor which is in full production under contract by the Allis-Chalmers Manufacturing Company, a member of the corporation.

Officers are Milton W. Anderson, president and general manager; W. B. May of W. B. May, Inc., Buffalo, vice-president; E. R. Wehr, the Wehr Company, Milwaukee, secretary-treasurer, and Walter Stiemke, the Tractor Company, assistant secretary-treasurer. The following companies are participating in the association:

Allis-Chalmers, tractors, the Wehr Company, road building machinery and rubber-tired industrial wheels, and the Trackson Company, logging hitches, full crawler attachments, cranes, bulldozers and backfillers, all of Milwaukee; Brookville Locomotive Company, gasoline locomotives, Brookville, Pennsylvania; Dorsey Brothers, stump pullers and land-clearing equipment, Elba, Alabama; Hughes-Keenan Company, "Iron Mule" self-contained dump tractors, and the Roderick Lean Manufacturing Company, field type disk harrows, Mansfield, Ohio; C. H. Turner Manufacturing Company, saw mill equipment and cordwood saws, Statesville, North Carolina; the Perry Company, scrapers, Perry, Ohio; Muskogee Iron Works, double and single-drum hoists and oil field equipment, Muskogee, Oklahoma; Brenneis Manufacturing Company, orchard harrows, Los Angeles; Ferguson Manufacturing Company, wheelless plows, Evansville, Indiana; Universal Power Shovel Company, power shovels, Detroit; Athens Plow Company, trailing and side disk plows, Athens, Tennessee; Moline Implement Company, general line of agricultural implements, Moline, Illinois.

Heads Quigley Advertising

Capt. M. F. Behar is now advertising manager of the Quigley Furnace Specialties Company, New York. For the past five years Mr. Behar has occupied a similar position with the C. J. Tagliabue Manufacturing Company.

Asa Candler, Founder of Coca-Cola, Dies; Built Industry on Advertising

Asa Griggs Candler, founder of the Coca-Cola Company in Atlanta, Georgia, died at the age of 77 years, Tuesday, after an illness of two years. Mr. Candler was one of the first business men to recognize the value of advertising.

In April, 1888, Mr. Candler first manufactured Coca-Cola. Before that time he had been a druggist. He himself stirred the first syrup made and the first year sold 500 gallons. A small shed was the first factory.

The Coca-Cola Company of Georgia was organized four years later, with Mr. Candler at its head. He continued active leadership until 1911, when he was succeeded by his son, Charles Howard Candler. The Coca-Cola Company of Delaware bought the business in September, 1919, for \$25,000,000.

Rumors were afloat at the time of the sale, that the sum Asa Candler had asked and received for the name of Coca-Cola was the largest ever paid for good will.

The Coca-Cola name has not lived without difficulty. Mr. Candler was confronted with one of the bitterest fights ever launched against a non-alcoholic beverage. A whispering campaign spread the supposed facts that Coca-Cola was a habit-forming drink, that it contained deadly drugs and that it was undermining the health of the women of the country, with whom the drink had almost immediately become popular.

Some idea of the growth of sales and growth of advertising expenditures for the beverage under the hand of Asa Candler can be gleaned from figures given out by R. W. Woodruff, the present president of the Coca-Cola Company.

Sales increased 318 per cent in the period between 1900 and 1905. At the same time expenditures for advertising increased 324 per cent. In the next five years sales increased 170 per cent, while the advertising appropriation rose 140 per cent. It was in these ten years that Coca-Cola saw its greatest growth, although in the following five-year period sales rose 80 per cent and the advertising expenditure increased 53 per cent.

White Rock Promotes

Leonard Sullivan has become director of advertising and publicity of the White Rock Mineral Springs Company. He has been with the advertising department for three years.



Asa Candler

Bryan Warman Directs Durant Advertising

Bryan Warman has been appointed advertising manager of the Durant Motors, Inc. Mr. Warman was employed for several years with Dodge Brothers—devoting his efforts chiefly to sales quota studies and territory analysis. More recently he has been with George Harrison Phelps and with Advertisers, Inc.

The Display Publishing Company, Cincinnati, will launch, May 1, *Food Shop News*, a monthly publication. Type page will be 7 by 10 inches.

Phoenix Hosiery Promotes "Most Beautiful Legs"

"The most beautiful legs in America," as chosen by Florenz Ziegfeld, theatrical producer, will be described by the Phoenix Hosiery Company in a national advertising campaign to start about the middle of April.

The campaign will run for a year in full-page space in the newspaper photogravure sections, color spreads in the *Saturday Evening Post* and color and black and white pages in class magazines. Throughout the promotion the Phoenix company will emphasize a patented device which is said to make for accuracy in fashioning and styling. The legs—and the young lady who owns them—together with Mr. Ziegfeld's endorsement of them—will be the illustration features in the campaign.

Abraham & Straus-Filene Merger May Rival Hahn in Retail Competition

The rise of two great department store chains, operating in direct competition with one another, was forecast recently by the announcement that William Filene's Sons of Boston will merge soon with Abraham & Straus of Brooklyn. The new combination will rival the Hahn Department Stores, Inc., announced several months ago, in a program of nation-wide expansion.

The annual business of Abraham & Straus-Filene combination, which also controls the R. H. White Department Stores of Boston, is about \$70,000,000; twenty-five stores in the Hahn chain, the largest of which is Jordan Marsh & Company of Boston, is approximately \$120,000,000.

Both the Hahn and Abraham & Straus-Filene combinations are reported to be seeking the Emporium Capwell Corporation of San Francisco and Oakland, California.

Triad Radio Company to Spend \$500,000

Triad Manufacturing Company, Inc., recently established in Pawtucket, Rhode Island, will soon introduce nationally a line of radio tubes—including in addition to popular types, television and photo-electric cells.

Distribution of Triad tubes will be made through franchised jobbers and manufacturers, explained George Coby, president.

An advertising campaign in newspapers, business papers, direct mail, dealer helps, on the air and other media will be inaugurated soon. This campaign, to cost about \$500,000 in the first year, will be directed by the Harry M. Frost Company, Inc., of Boston.

In addition to Mr. Colby the officers are Ely Egnatoff, treasurer; Harry H. Steinle, vice-president and general sales manager, and William Cepek, secretary.

U. P. Names Northcott

H. B. Northcott has succeeded R. B. Gray as advertising agent of the Union Pacific Railroad. Mr. Gray has joined Poole Brothers, Inc., railway printers, in Chicago. Mr. Northcott, formerly with the Union Pacific department of tours in Chicago, came to the Omaha headquarters two years ago to take charge of the company's correspondence bureau.

Mexican War Interrupts a "Sales Management" Story

The Mexican uprising has spoiled a SALES MANAGEMENT story.

The Southern Pacific Company recently launched a national campaign to advertise their newly opened route into Mexico. At our request, K. C. Ingram, general advertising agent for the company, had started to work up a review of the promotion plans, when the war came along and their program was suddenly halted.

Mr. Ingram, however, is optimistic. "When the war is over and we decide to go ahead with this advertising again," he explained, "we will be glad to give you the information you request, should you then wish it."

Schenkenberg Directs Camco Advertising

L. F. Schenkenberg, formerly advertising manager of the Holeproof Hosiery Company and more recently an executive of William & Saylor, has become advertising manager of the Consolidated Automatic Merchandising Corporation, New York.

C. T. Clark, who has been Eastern sales manager of the Monroe Chemical Company, is now special representative of the Consolidated.

B. L. Affleck has been appointed general service director of the corporation. He has been in charge of service for the Packard Motor Car Company.

A. P. Thomas, formerly assistant sales manager of the refrigeration division of the Lamson Company, has been appointed assistant sales manager of the Sanitary Postage Corporation, a division of the Consolidated.

Bemis Acquires Craftex

Bemis Industries, Inc., has acquired a major financial interest in the Craftex Company, Boston. The Craftex Company, paint manufacturers, will continue as an independent company, with personnel and policies unchanged. In addition to two new products recently added, Sunflex and Shadowall, Craftex will introduce soon several other lines.

Leonard J. Ramond has been elected president of the Porter Corporation, Boston agency—succeeding Chester Porter who has withdrawn from the organization.

President of N. W. Ayer Hits Paid Testimonials; Decries "Prostitution"

Wilfred W. Fry, president of N. W. Ayer & Son, Philadelphia, stated this week to SALES MANAGEMENT the position of N. W. Ayer & Son on the matter of testimonial advertising by quoting the following from a speech he made on the occasion of the laying of the cornerstone for the Ayer Building.

"Truth is the spiritual cornerstone of life. We regard truthful advertising as synonymous with education and a chief contributor to the enlightenment of present and future generations. The greatest peril in the path of advertising is that those who know its power, but have no regard for the principles upon which that power rests, will abuse advertising by the use of misleading statements, insincere testimonials and exaggerated claims. The very cornerstone of advertising is threatened by those who thus wilfully debauch it. I commend the attitude of those publishers who have refused great contracts because of insincerity of statement, and take this occasion to urge upon those who use advertising, those who prescribe advertising, and those whose livelihood depends upon advertising, to fight against its prostitution."

Dow-Jones Expands

Service of the Boston News Bureau, cooperating with Dow-Jones Company, both Barron organizations of Boston, has been extended to eight more New England cities—Providence, Pawtucket, Worcester, Springfield, Hartford and Waterbury.

The Dow-Jones-Boston News Bureau electric ticker service is now operating in fifty-three cities, extending as far west as Seattle, San Francisco and Los Angeles.

Journal Appoints Fox

Chester B. Fox, formerly director of local advertising for the New York *Evening Journal*, has been appointed advertising manager.

John P. Fallon, who for many years has been promotion manager for the *Evening Journal*, is now assistant advertising manager.

Hoyt Elects Atkinson

Charles W. Hoyt Company, Inc., New York agency, has elected J. F. Atkinson vice-president. Mr. Atkinson has been with George Batten Company.

Government Will Aid Export "Get Together"

About twenty officials of the United States Department of Commerce will join 700 export executives of Eastern companies in the annual "get together" of the Export Managers Club of New York, Inc., at the Hotel Pennsylvania Tuesday noon, March 19. Speakers will be E. V. Filsinger, of the Royal Baking Powder Company, president of the club, and C. M. Peter of the Black & Decker Manufacturing Company; Arthur Lee of William Carter Company; H. L. Gemberling, Sherwin Williams Company; W. G. Hildebrandt, Gotham Advertising Company; D. W. Fernhout, International Behr-Manning Corporation, and John W. Doty of John W. Doty Corporation. R. L. Bracken of the Millers Falls Company will preside.

A banquet session will be held in the evening—speakers for which will be announced later.

Agency Starts Department of Economic Research

A department of economic research, intended effectively to coordinate merchandising and advertising with production and finance, and devoted especially to the subject of sound costing and pricing, has been established by Evans, Kip & Hackett, Inc., New York agency. The department will be in charge of A. P. de Saas, who has been manager of the industrial division with the J. G. White Management Corporation, and W. L. Churchill, economist and mechanical engineer.

Offer \$1,000 Prize for Church "Ad"

A prize of \$1,000 will be offered by the Church Advertising Group of the Advertising Club of New York for the best full-page advertisement on "Why Go to Church?" Charles Stelzle, chairman of the group, announced this week.

Competition is open to everyone in the country who can fulfill the technical requirements, Dr. Stelzle said. The advertisement is to be complete in art work and text, in one color, ready to be reproduced in newspapers, and mounted upon white cardboard 22 by 28 inches in size. The contest will close April 30, 1929.

How to Lasso a Prospect in the Opening Paragraph

(Continued from page 610)

them, need a "rest cure" now and then.

In your family clothes closet right now there probably are a dozen or more discarded garments that are not worn out—they are simply "tired out."

We maintain a hospital for just such weary apparel. . . .

* * *

The Obenchain-Boyer letter which follows, I conceive to be a "headline" letter, principally because of the concise manner of presentation. See if you don't think so, too:

It cost us Americans \$521,000,000—and 15,000 human lives—last year to play with fire.

Somebody, somewhere, "thought" or "guessed" or "reckoned" that the community had ample fire protection. A mass of smouldering ashes tells the tale—too late.

And the tragedy of it is that your town—my town—may have the very best fire protection without paying out one penny. Let the fire insurance companies buy the latest improved fire-fighting apparatus and *present it to your town*—free of cost. They are only too glad to pay for your fire apparatus. They are doing it every day for other towns—in the form of reduced rates to property owners. . . .

The letter concludes with the rather startling message, "Don't delay! Since you started to read this message a few moments ago fire has destroyed more than \$4,000 worth of property in the United States!"

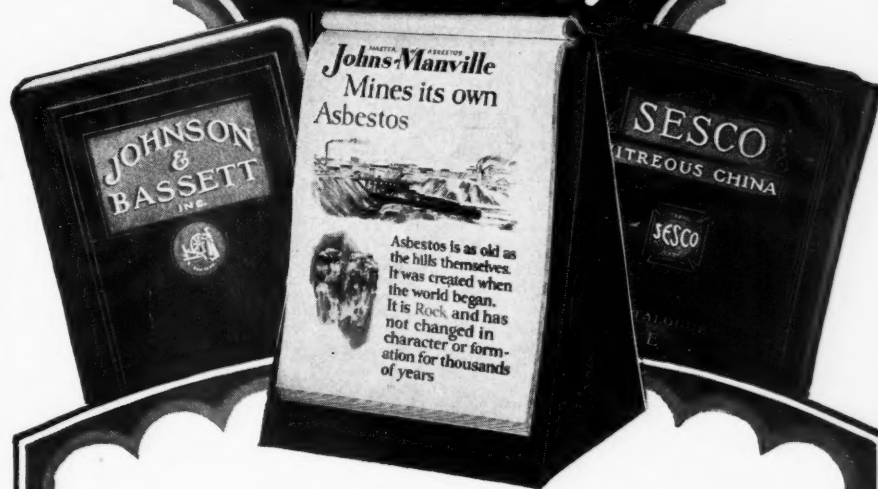
Next time you have a form letter to write, perhaps the best plan would be simply to forget that it *is* a letter—at least until the first paragraph is completed—and just imagine you are writing an advertising headline!

Murrill Executive Head of Furniture Chain

Hugh A. Murrill, Jr., publisher of the *Southern Furniture Journal*, who has become executive head of the Furniture Associates, Inc., cooperative consolidation of twenty-two Southern furniture stores, announced in *SALES MANAGEMENT* of March 9 (page 576). The new organization will undertake syndicate buying and a joint advertising and merchandising campaign.

The twenty-two stores participating have aggregate annual sales of \$10,000,000. In the next six months, it is expected, additional stores will join the organization.

Loose Leaf COVERS that attract!



THE selling power, prestige and long life of Loose Leaf Catalogs is recognized by leading advertisers—the reason so many new editions are making their appearance in Loose Leaf Form. Catalogs put up in attractive, conveniently operated binders, convey the impression and gets the attention of the recipient. New commodities may quickly be added and prices changed at will. If you have a Sales Message — Catalog, Advertising Portfolio, Sales Manual or of any other character, its value can be stimulated by making it a Loose Leaf edition.

May We Send This Booklet?

A large variety of types and styles of covers are illustrated in our Booklet No. 125. It shows covers for every conceivable purpose—covers that are out of the ordinary, suitable for Catalogs, Manuals, Advertising Portfolios, Price Lists, Sample Books, Photographs, etc. It also describes our "Super Finish" method of embossing and coloring for high-class editions.

THE C. E. SHEPPARD CO.

LOOSE LEAF COVERS

273 Van Alst Avenue

Long Island City, N. Y.

The South, Inc., Appoints "Steering Committee"

THE South, Inc., born of a desire to employ the unused potentialities of the railroad systems of the Southern states through directing traffic streams away from the congested paths of "the original trade routes," has grown far beyond its early concept. It now seeks to quicken industrial diffusion by publicizing the industrial advantages offered by the Southern states.

The idea for The South, Inc., originated with Paul E. Odell, vice-president and general manager of the Gulf, Mobile & Northern railroad. In a speech before the Southeast Shippers' Advisory Board meeting (last fall) Mr. Odell said:

"Southern possibilities and Southern industrial development have for a long time been discussed but, as Mark Twain said about the weather, there has been much talk and nothing done about it.

"I propose that we do something at this meeting. I propose that we take a definite step, not only to sell the South to itself, but to sell it to the rest of the world. I propose that we stop talking about the glories of the South and go to work to prove them. To accomplish such a purpose takes money and organization. It also takes work, zeal, courage, imagination and unselfish cooperation. I propose that we take steps at this time to form an association to be known as 'The South, Inc.'"

Selling Idea in South

At the present time The South, Inc., is selling its idea to industrial and commercial leaders of the Southern states. It is proposed to appoint from two to four prominent men, representing varied industries and businesses, from each of the Southern states to make up a "steering committee." This committee will be charged with the development of detailed plans and a program for the project and with bringing it into being as a definitely functioning organization and entity.

Among representative leaders who have accepted service are:

Mr. Odell, chairman and member-at-large, vice-president and general manager Gulf, Mobile & Northern Railroad Company, Mobile, Alabama.

Hugh Morrow, president, Sloss-Sheffield Steel and Iron Company, Birmingham, Alabama.

Charles W. Hesler, vice-president

South Florida Trust Company, Miami, Florida.

Harvey Bayliss, mayor of Pensacola, Florida.

Col. B. F. Forgey, editor, *Ashland Independent*, Ashland, Kentucky.

S. L. Yerkes, vice-president, Grider Coal Sales Company, Birmingham, Alabama.

L. O. Crosby, Mississippi State Board of Development and Crosby-Rowlands Company, Picayune, Mississippi.

W. E. Eddins, president, Gulf States Creosoting Company, Hattiesburg, Mississippi.

Those fostering the movement expect completion of the steering committee within the next few weeks so that the committee may meet before spring to perform its functions.

"The corporation," according to its promotional literature, "sells its services to subscribers. Its board of directors are responsible for the policies and the conduct of the work. They elect

an executive vice-president and an executive committee. The directors and other non-salaried officers are elected by the subscribers. The president appoints standing and special committees, while the executive vice-president appoints salaried employees with the approval of the president and the executive committee. A budget committee recommends appropriations for the approval of the directors. All work is to be under the supervision of and with cooperation of appropriate committees."

The South, Inc., is not only still in its plan stage, it is still in its tentative plan stage. Its organization and its functions must be told now in the future tense, but it is none the less true to say that The South, Inc., merits close scrutiny during the new Hoover administration. Mr. Odell and his colleagues are sounding a note in harmony with the undertone of strategy developed already, to some extent, by the better minds in our Government. In addition to being based upon sound principles for economic progress of its region, The South, Inc., has reasonable assurance of sympathetic attention from agencies in all parts of the country and abroad.

Color Complexes Force Exporter to Use Seven Different Labels

The Chinese will not buy products packaged in blue. The Africans have an aversion to red packages. These and many other truths have been learned by the export department of the Crescent Manufacturing Company, of Seattle, Washington, with the consequence that its baking powder invades foreign fields in seven different dresses.

Color complexes of nations differ vastly, Frank L. Higgins, manager of the company's export division, has discovered. Packages which find their way to the shelves of an African grocery store must be unlike those which go to a little shop in the Philippines.

The color complexes have been created largely by superstition, Mr. Higgins has found, and the use of colors which suggest good fortune or evil fortune may make or break a product in a number of foreign countries. Particularly is this true of the less civilized countries.

While blue is an unfortunate color for the package of goods which goes to China, it is the color most loved by Africans, Mr. Higgins said. When he learned this the baking powder was packaged in blue for consumers

on the Dark Continent. Blue in Africa signifies peace, harmony and tranquillity.

To the Chinese, however, blue is a color without favor in the eyes of the gods. They have a passion for red, which sells most packages of that color in the Chinese bazaars. The golden crescent, which is a Chinese religious symbol denoting the good luck of the new moon, also adorns the Crescent Baking Powder boxes which go to China.

Should this same package be put on the African market it would never be bought. To the Africans red is as maddening as it is to the proverbial bull. Red symbolizes war and antagonism and it is also the warmest color of the spectrum.

Bright red and yellow appeal to the natives of the Philippine Islands. Mr. Higgins believes they like this color combination because of its frequent use by the Spanish, who dominated the Philippines for many years.

E. S. Barlow has resigned as sales manager of the A. E. Nettleton Shoe Company, Syracuse, to become vice-president of the Z. L. Potter Company, advertising agency there.

Current Business Indices

Even conservative observers admit the optimistic implications of indications that corporate earnings in the first quarter of 1929 are likely to surpass those of the same quarter last year, coming as these indications do on the heels of annual statements showing that 1928 was for many large concerns a period of unexampled prosperity. The fact that railroad net in January was up 36.6 per cent is regarded as an unmistakable sign of the favorable trend. In this connection importance is attached to the rising volume of freight loadings which since January 1 have exceeded those of the corresponding nine weeks last year by 3.6 per cent. Further evidence to the same effect is found in the expansion of total transactions reflected in the bank figures. Encouraging inferences are drawn also from the steadiness of commodity prices at a relatively high level, and the extraordinary demand for iron and copper at good prices. The money situation remains the chief unfavorable factor with no promise of relaxation yet in sight. It is noteworthy, however, that the sole deterrent influence of tight money thus far discovered is the check to construction contracts.

Total Transactions

Bank clearings of twenty-three large cities in the week ended March 7 totaled \$14,681,570,000, 33.5 per cent more than in the same week of 1928. Only one city failed to show a gain, the twenty-two cities outside New York having a volume of 15.5 per cent higher than in 1928. Debits against individual accounts reached the very large sum of \$22,020,376,000, a gain of 38.5 per cent, the districts outside New York being 23.2 per cent higher.

Distribution of Goods

Railroad freight in the week ended March 2 filled 976,987 cars, 17,493 more than in 1928, but 12,876 less than in 1927. The gains were in miscellaneous loadings, coal, ore and coke. Other classifications were slightly less than last year.

Margin of Profit

Commodity prices remain steady, the Irving Fisher index standing last week at 98.2, compared with 98.4 the week before and 98 two weeks ago.

Iron Mill Activity

Steel and iron plants are operating at only slightly less than 97 per cent of

capacity. For this reason little significance is attached to the fact that bookings of the U. S. Steel Corporation on February 28 were up only 34,854 tons over January and 254,348 tons less than on February 28, 1928. Copper touched 20 cents a pound in response to active demand and figures showing diminished supplies.

Credit Conditions

The call money market was slightly easier at 6 to 8, but time loans held at $7\frac{3}{4}$ and commercial paper at $5\frac{3}{4}$ to 6.

Account Changes

ALLEN B. WRISLEY COMPANY, Chicago, Olivito toilet soap, to Doremus & Company, there.

CONTINENTAL RADIO COMPANY (formerly Slagle Radio Company), Fort Wayne, Indiana, to the Buchen Company, Chicago. Newspapers, trade papers, direct mail and dealer helps for new model, Skyraider.

HOME BEVERAGE COMPANY, Chicago, De Luxe malt, to Vanderhoof & Company of that city.

WILLETT TEAMING COMPANY, Chicago, bus service and teaming, to Vanderhoof & Company, there.

WHITE'S QUANT SHOP, Westfield, Massachusetts, mail order gift shop, to the Porter Corporation of Boston.

WON SUE FUN, INC., facial cream, to Conklin Mann, Inc., New York.

HANDY GOVERNOR CORPORATION, Detroit, automotive equipment; the METROPOLITAN TRUST COMPANY, of Highland Park; and the REILLY ELECTROTYPE COMPANY, of Detroit; to the Savage Advertising Agency of Detroit.

THE TRIAD MANUFACTURING COMPANY, INC., Pawtucket, Rhode Island, radio tubes, television and photo-electric cells, to the Harry M. Frost Company, Inc., of Boston.

Agate Leaves A.N.A.

C. C. Agate has left the Association of National Advertisers, where he was assistant managing director, to join Carl Percy, Inc., producers of window displays, New York. He was formerly with the Window Display Advertising Association.

"I make my mark

with the BOYS WHO BUY!"

"I do it in spite of the fact that I'm just a slender chap—but there's quality in my makeup—character in my neat strength, polished good looks, and prestige in my performance—my mark. And I leave it every time.

"You don't find me cooling my heels, waiting to see the chief—no, sir! I'm with him—right at hand—all the time. I'm never in his way though. When I'm not needed I hop in his vest pocket, neat as a pin—then out I jump when he needs my velvety point to scamper thru complex figures—but they're all easy to me—I leave his fingers relaxed, his eye pleased—his problem solved!

"Now there's a mighty handy reminder," he ejaculated one day as his eye caught the neat inscription on my shiny barrel. 'Kawneer—that's the name, by golly—the company I've been wanting to figure that new store front.' He rang; his secretary entered and as he tapped me gently on the blotter he dictated a memorandum for a Kawneer salesman to call.

"Oh, boy, did I make my mark?" I certainly did when that salesman got the order and a promise of further business in three other towns where stores were to be opened.

"What's my name, you say?—just

LISTO

TO EXECUTIVES:

"—And my makers will send me to you free—your name imprinted, if you'll just indicate your name and title on your letterhead—mail it today.

"You'll quickly realize why I'm a powerful little salesman who's telling your story WHEN NO ONE ELSE CAN, to the busy folks who buy your product. You'll realize how I get past all the outer offices—how I'm at the right hand of the buyer, all day long right in his own private office. Your advertising message up to five lines is printed at no cost."

Listo Pencils are feather light, flexible, balanced—for real writing relaxation. Unbreakable, non-metallic composition; "built in" finish improves with handling. Made in a variety of colors and color combinations. Leads all colors. Write Dept. B.

Listo Pencil Corporation
Alameda, California
343 Broadway, New York City
202 S. State St. - Chicago

"CHOICE OF A MILLION USERS"

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers.

To select the proper advertising mediums, you need

STANDARD RATE & DATA SERVICE

IT GIVES up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes — and circulations on publications in the United States and Canada.

— — — **USE THIS COUPON!** — — —
Special 30-Day Approval
Order

....., 192....

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

You may send us—prepaid—the current number of Standard Rate & Data Service, together with all bulletins since it was issued, which we are to have the privilege of using 30 days. If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. The service is to be maintained by bulletins issued every other day.

Firm Name
Street Address
City
State
Individual Signing Order.....
Official Position

A Salesman Who Found Big Opportunities in a Little Job

(Continued from page 607)

regular salesmen through the Squibb Bulletin they are kept posted on new developments in merchandising and sales theories, the company's own sales policies and new products. Each year, district sales conventions are called. Every three years the whole sales force is brought together in a national convention.

"Knowledge of products and general intelligence," Mr. Keim declared, "accounts for 70 per cent of the selling ability of a Squibb salesman."

Squibb salesmen not only have a thorough general knowledge of Squibb products, but the force is divided into groups which specialize in selling allied products. There are two main groups. One sells pharmaceuticals, chemicals and other professional products. The other specializes in what are known as household products, such as tooth paste and shaving cream, and simple home remedies like Squibb's milk of magnesia. These main groups are in turn subdivided.

Sold Exclusively to Wholesalers

When Mr. Keim began as salesman for Squibb, the company sold exclusively to wholesale druggists, hospitals and dentists. If an order was sold to a retailer it was filled through a wholesaler. This policy was abandoned as early as 1906 because it became apparent that wholesalers often served only as supply depots and did little to stimulate dealer cooperation or consumer consumption. Direct contact with retailers brought Squibb products to stores where they had never been. With them came a stock of information concerning their nature and use, enabling the retailers to sell them.

As the company's sales policies have been developed under Mr. Keim's direction, increasing emphasis has been placed upon supplying merchandising aid and council to the retailer. Every salesman must know how to trim a window and some of them are called upon to do this rather regularly. Salesmen are also required to be thoroughly conversant with the company's advertising, and to have a good understanding of its method and technique. They are supplied folios to help them in demonstrating its value to retailers. The company maintains a merchandising research department to keep its salesmen posted regarding the latest developments in retailing. A trade service department is maintained to

devise window and counter displays. Professional users of Squibb products and the salesmen who visit them are kept thoroughly posted on matters of interest to them through the professional service department.

At the present time, the knottiest problem in distribution from the manufacturer's standpoint is the chain store. Mr. Keim believes it has not yet necessitated any basic changes in the Squibb sales policy, however. When a chain organization has stocked a product, the manufacturer's selling task is not necessarily finished according to Mr. Keim. He believes that the manufacturer, in many cases should make direct contact with the individual stores. Contact is necessary with some of the Squibb pharmaceutical products, the retailing and the care of which must be under expert supervision. But he considers that the manufacturer usually has first-hand knowledge about his product which the retailer should receive directly from its source, and even in the case of the chain organization, the maker should make direct contact with store managers and clerks.

The chain as an economic unit, he concedes, has come to stay, but also insists that the independent retailer has a definite future because personal initiative and honest endeavor will always receive recognition. Incidentally, his own largest sale was made to a chain, a \$22,000 order from a company featuring Squibb products. Another sale he remembers, among the thousands he has closed was an order for a complete line of 1,200 Squibb products.

O'Neil Succeeds Stiger as Head of Stromberg

Charles W. Stiger, president of the Stromberg Carburetor Company of America, Inc., since its organization, has disposed of his interests and retired from active business. His resignation as president and director and the resignations of his associates, Charles A. Brown and W. W. Wheelock, have been accepted. William O'Neil, formerly vice-president, has been elected president, and Vincent Bendix, C. M. Keys and Richard F. Hoyt, directors.

The firm name of Sackheim, Schwab & Beatty, Inc., New York agency, has become Schwab & Beatty, Inc.

Oakland Offices Eliminate Waiting by Salesmen

(Continued from page 612)

aren't it is usually the fault of their firms."

"The only thing a buyer ever learns from experience is from whom not to buy," he continued, with a grin. "In this business, we use immense quantities of supplies and we operate on very low inventories. We carry only a five-days' supply of many things, meaning that we must buy from dependable sources and must be positive we can get deliveries when promised. It means, too, that the supplier must back up his salesman. We find, as a rule, when we have any difficulty in this connection, it is because the house doesn't back up the salesman."

Tuesday and Friday are very busy days and Monday and Saturday are very light days at the Oakland Company offices so far as the number of salesmen who call is concerned. Reminded of this and of the rather common habit of salesmen of working only about four days a week, Mr. Miller again defended the salesmen.

That Four-Day Week

"Salesmen are right in not making any more calls than necessary on Monday and Saturday," he believes. "Monday morning the buyer's mail is always very heavy and he has to plan his work for the week. He will see some salesmen, of course, but if he had as many callers on Monday as on Friday, he would be unable to do his other work or he would have to keep some of the salesmen waiting a long time. Saturday is a half day and the buyer has a lot of detail to clean up; he isn't anxious to see very many salesmen that morning, either."

The salesmen who call on their buyers usually are prepared to make a clear, concise presentation of their goods, Mr. Miller said, and added that he doesn't favor a "canned" sales talk.

"I received an elderly man one day," he related by way of example, "and the old fellow evidently had a prepared speech to make. Before beginning, however, he asked whether there was any objection to his smoking and I replied, jokingly, 'No, not if you smoke your own tobacco.' Well, sir, that remark seemed to confuse the old gentleman. He forgot his speech, and was hopelessly lost."

Every salesman who calls to see one of his buyers is given an audience in that buyer's office, Mr. Miller said, even though the buyer knows beforehand that all he has to say is "No."

Memories That Linger Forever



A Suggestion to Buyers of Bottles

LONG REMEMBERED is the distinctive melody of the Blue Danube Waltz. And not easily forgotten is the vivid and distinctive appearance of Maryland Royal Blue bottles.

The suggestion is this: pack your products in Maryland Royal Blue bottles. They will add attention power to your products when displayed in stores and reproduced in advertisements. Thus your product will be made easier to see, easier to remember—hence easier to sell.

In addition to blue glass, we manufacture green tint and flint ware of the highest quality. Our equipment is thoroughly modern and complete for making dependable glass containers in standard or special molds. Many popular numbers are carried in stock. The dependability of our ware and service is attested by the fact that many of the best known products in America are packed in bottles made by us.

Write today for samples and quotations



MARYLAND GLASS CORPORATION

BALTIMORE, MARYLAND

New York Representative:
277 BROADWAY
New York, N. Y.



Pacific Coast Representative:
PACIFIC COAST GLASS
San Francisco, Cal.

ROYAL BLUE • GREEN TINT • FLINT CONTAINERS

“WIFE”

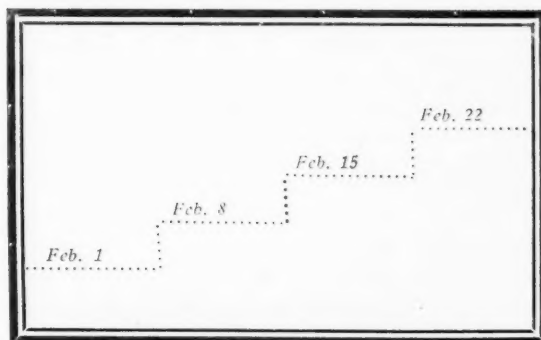
PUTTING TESTIMONIALS OUT TO DRY: Flogging paid testimonials has always been as popular as flaunting them. This is natural. We have been reading them ever since Eve was beguiled by the one the serpent unfolded concerning the merits of the forbidden fruit, and from that time on show-window virtue has found nothing safer to belabor. The testimonial breaks out with more or less virulence every now and again, whenever some ingenuous salesman recalls the rapid turnover in human life and the constantly recurring crop of unsophisticates. It is just as likely to succeed among the many millions of readers of today as it did among the thousands that encountered it in the earliest forms of printed national advertising; and this is none the less true notwithstanding the fact that no one has ever thought seriously of standing up for the paid testimonial. The ancient fabulist set the fashion of exposure with his story of the faker who palmed off as a high-bred hound a mangy cur vouched for as to pedigree and appearance by accomplices whose well-timed arrivals and vehement assurances convinced the unsuspecting wayfarer against the testimony of his own eyes. Verily, there is no new thing under the sun. Unless, indeed it be the modern habit of treating advertising as a living thing to be kicked or kissed for good or bad as qualities innate. As a matter of fact, of course, advertising is nothing but a kit of tools that may be used to sound or unsound ends, skillfully or clumsily, according as they are wielded by apt or inept hands, directed to honest or dishonest purposes. So even the much-abused testimonial may have its place. The real craftsman knows when use and occasion join. The carpenter who takes an axe to split a board that should be sawed is a bungler; so is the advertiser who hires a leader of fashion to tell us what he wants her to say about our daily needs. But neither carpentry nor advertising can be destroyed by such folly, however unfortunate the results may be to the individual responsible for a blundering use of the instrument. As well say that misrepresentation in selling goods can destroy the art of selling as that misrepresentation in advertising can destroy the art of advertising.

TENURE in BIG BUSINESS: Attention is sharply directed to the vicissitudes which beset corporate management under public ownership by the recent ouster proceedings at stockholders' meetings of the Childs' restaurants and the Standard Oil Company of Indiana. Mr. Childs was unseated on the ground that his interest in dietetic reforms interfered with more substantial dividends. Colonel Stewart ran foul of ethical standards among the mighty. Neither had ever controlled a major part of his company's outstanding shares, and neither was evicted by spontaneous action of holders of a stock ma-

jority. Both fell before determined attacks conducted by relatively small groups of powerful stockholders inspired by very positive ideas. The newspapers played up the sentimental factors. Mr. Childs was seen as an old man despoiled by great financial interests of the fruits of his devotion to principles dissociated from purely material benefits; Colonel Stewart as the gallant champion of big profits succumbing to a Goliath of concentrated capital masquerading in robes of righteousness. The battle of ballots was presented as a battle of proxies artfully obtained from shareholders susceptible to flattery or threat of exclusion from good financial society. But stripped of the melodrama with which the proceedings were surrounded, all that happened actually was that owners of a majority of stock in both corporations were persuaded that their interests would be best served by a change of regime. The same fate may overtake any management that rests on the suffrages of a few active stockholders. It is part of the liability that goes with the asset of sharing ownership with the general public.

THE LOUISVILLE DATA: It should be possible to get a lot of material advantage out of the Louisville grocery survey, especially if someone with the right sort of qualifications will analyze the figures, once they are all compiled, and teach dealers and merchants how to make the most of them. The trouble with many jobs of this kind is that they turn out to be little more than statistical orgies. Judging from the preliminary report of what has been done at Louisville this danger is likely to be avoided in the present case, the disposition being strong to break all the data obtained down into workable classifications. The mass is so great, however, that confusion will ensue if determined effort is not made to weed out the negligible and apply the salient to practical ends.

EMPTY RAILROAD SEATS: Railroad passenger receipts touched in 1928 the lowest point they have reached in the last twenty years, and passenger agents are out scurrying for business. As usual, the automobile is blamed for the losses. Some of the roads have checked its inroads by improving the comforts and luxuries offered. In other cases control of bus lines has served the purpose. On the whole, however, there is a distinct tendency on the part of the old order to give place at certain points to the new, and it is not clear that much can be gained by trying to stem the tide. Incidentally, also, the airplanes have still to be reckoned with. But the place of the railroads is secure as far as can now be foreseen. The great mass of travelers must still use them, and in spite of the motor trucks, general internal freight distribution is not feasible except by rail. What the railroads need most are a complete understanding of their case by the public at large, adequate terminals, and consolidations in the interest of economic operation. They will gain nothing if they lost sight of these essentials while scrambling for a few extra passenger fares.



Newsstand Sales Mount Step by Step

Reports on the first issues at the ten-cent price indicate a steady, continued increase in newsstand sales.

In Cleveland, the February 1st issue registered an increase of 50% over the preceding 15 cent issue. In New York, the BMT stands alone, selling an average of 300 in January, went to 540 for the February 1st, 710 for the February 8th, and 890 copies for the February 15th issues. Grand Central sales for February average 45% more than for January.

The ten-cent price is but one of many improvements of LIFE made possible by the financial stability and the editorial ability of forty-six years of publishing.

LIFE will continue to prove itself the most effective medium for advertisers seeking to reach enjoyment-minded America.

Life

When You Plan Dealer Helps for the British Market

(Continued from page 618)

tablets. The underlying idea was to introduce Tetmal into factories employing female labor and to refer the nearest chemist stocking Tetmal as the source of supply. The only intimation was the following, given in the second issue of the house organ:

One of the largest insurance companies in the world has adopted Tetmal for its Employees' Welfare Department and its first order was for twelve hundred Tetmal Tablets.

Half a dozen other firms have taken on the Welfare Package of Tetmal through their local pharmacists, and we have at the request of over one hundred pharmacists brought Tetmal and its unequalled values to the attention of more than six hundred firms who employ large numbers of female labor.

Not only that, but every employer is told of his local pharmacist who is best equipped to supply all necessities for first-aid cabinets, etc. Every letter from Tetmal is an advertisement for the pharmacist who has sent us the names of the firms to write to.

Every office, shop or factory employing women or girls is a source of unlimited revenue to the enterprising pharmacist who will make use of our Special Service Department.

Send to us a list of such places in your neighborhood and we will address a personal letter to the employer, emphasizing the great need of Tetmal for distribution amongst female workers. This letter will contain authoritative statements by leading experts in industrial hygiene on the loss of time and labor through menstrual sickness. Your name will appear boldly in the letter, not as a vendor of Tetmal, but as a supplier of all factory first-aid requisites.

Immediate Results

The results were immediate and those chemists who took advantage of this industrial propaganda derived great profits. Full-page advertisements were used in the *Journal of Industrial Welfare* and in a few months the Welfare package had been introduced into hundreds of the largest industrial concerns in the country.

When this market had been fully exploited the name of the Welfare package was changed to the "Hundred Tablets" package, and dealers were asked to sell this in "unit" doses at 2d. per tablet. As an inducement the regular price to the dealer was reduced from 12/- to 7/-, less 25 per cent, for the month of January, 1927, and a press campaign instituted to send customers into shops for single tablets. The profit to the retailer per 100 tablets sold worked out at 11/5d net, and from the moment the offer was made orders simply poured in.

These methods of constructive and consecutive dealer help had the effect of stimulating that latent salesmanship which most shopkeepers possess in some degree. For nearly a year Tetmal sold extremely well without any great advertising. Advertising was confined mostly to outdoor publicity, a great deal of money being spent on posters, railway sites, electric signs, traveling rites, etc. The idea behind this scheme was that it would suffice to keep the name of the product before the public once strong dealer cooperation had been attained. Sales would mount steadily and advertising costs would be reduced to a minimum.

Press Advertising Essential

Whether this plan might succeed in other countries, the fact remains that it did not succeed here. Press advertising with good copy is essential to keep alive interest already awakened, as well as to create new interest, if branded goods are to maintain their hold on the British market for any considerable time. Posters and signs are only "reminders" to our buying public and unless there is considerable press advertising to be reminded of, a great deal of money can be spent unprofitably on them.

An old method, reminiscent of circus advertising and exploited here with great success some years ago by the American, Joseph McAura, has recently been revived by a well-known London firm of distributors handling a line of toilet preparations.

Again the intention is to reduce press advertising costs, as well as to give substantial backing to the retailer. At the same time, a valuable amount of free publicity is obtained. Salons, galleries and large beauty parlors are rented in the leading provincial towns each week for the purpose of expert demonstrations in beauty culture, chiropody and manicure. Advance literature stocks and window displays are sent to dealers in the area with particulars of dates and times of demonstrations. Small posters and handbills are liberally utilized the week preceding, and small advertisements (one-, two- or three-inch single column) are inserted in the provincial press under the "Entertainments and Variety" column. Admission is free and results have shown that large numbers attend these local exhibitions. In nine cases out of ten, a report appears in the

newspapers giving a summary of the proceedings, often mentioning the distinctive lines, and invariably extolling the galaxy of beauty present.

Within a day or two, neighboring dealers are clamoring for fresh stocks and new accounts are easily opened by the salesmen who work the center during the demonstrations.

While this successful method is not applicable to all goods, it could certainly be extended to other lines than toilet preparations. It has the advantages of economy, territorial entrenchment, coordinating the activities of salesmen with local advertising and of covering the 100 chief centers of Great Britain at least twice a year.

These illustration of active campaigns clearly demonstrate that efficient dealer-help is a sure means of creating sales. Retailers will readily respond to help that is active and consistent but otherwise, with the majority, a good deal of apathy is apparent in their attitude to the "silent salesman" whether in the shape of showcard, elaborate "cut-out" or novelty. Unless the manufacturer decides on some measure of active cooperation, he will find dealer-help an expensive luxury.

At the same time advertising cannot be eliminated entirely, no matter how perfect the distribution and service ends of an organization may be.

Dull Season Selling that Shatters Records

(Continued from page 604)

a few stars to hog all the honors and prizes; we wanted the weakest sister in the organization to realize that he could win a substantial reward if he would only get out and do a fair job of selling. One had to sell only ten burners in four months to qualify for a 100-point prize, where as thirty-five salesmen each sold fifty or more burners during the period and each of the four leaders sold over 100. As a matter of fact, each of these four leaders averaged better than a sale a day for the entire period of seventeen weeks. The leader rolled up 1,500 points.

"Approximately 300 salesmen qualified for prizes."

The pep and enthusiasm was supplied by "The Silent Racing News," which was published at frequent intervals during the contest, by flashes announcing unusual performances, and by supplementary contests.

One of the supplementary contests was a "President's Fortnight," in which President Tant offered cash prizes totaling \$1,475 for certain classes of dealers and salesmen in a two-weeks' special drive. Another—

and a very vital one, under the circumstances—was a drive for future prospects. This latter contest was so successful that the trip to Detroit, which had originally been planned for November 15, was postponed till early in December, so the salesmen could remain on the job during November—which was after the close of the Steeplechase, remember—and follow up these prospects.

Another interesting and helpful phase of the promotional work was enlisting the cooperation of salesmen's wives. The free trip to Detroit was at first offered only to the salesmen and dealers, but later it was made to include their wives also. This, together with the fact that many of the merchandise prizes were articles that appealed quite as much to the wives as to their husbands, was a substantial inducement for the women folk to urge their husbands to do everything possible to win, including a lot of night work. The wives were still further enlisted toward the end of the contest by promotional matter addressed to them instead of to their husbands, and many of them manifested their enthusiasm by writing or wiring the factory.

More Than Generous

The prizes offered throughout were generous and the trip to Detroit was even more so. Delegates could have left their purses at home, for transportation was mailed to them before they left, reservations were made for them at the finest hotel in the city, theatre tickets were provided in advance, sightseeing trips about the city were all arranged and paid for by the factory, and if one incurred any expense, such as a special show or trip, he was free to present an expense account.

The convention was devoted more to enjoyment than to business, too. On only one of the three days were there business meetings, and these meetings were enlivened by the presentation of awards. There was suitable entertainment for the ladies while their husbands attended the business meetings, and suitable entertainment for everyone at other times.

"The great time the winners had in Detroit is going to have a lot of influence hereafter," Mr. Welch believes. "Everywhere I go now, salesmen tell me it will be impossible to keep them out of Detroit this year. Those who attended the convention last year spread the news of how royally they were treated, of course, with the result that others who probably had thought the trip wouldn't amount to much now are more anxious to win

Complete Individualized Services Prizes for Sales Contests Premiums for Dealers, Clerks, Consumers, Agents.

Operated by an organization having a continuous record in this field of over 25 years

We Supply

PRIZES AND BONUS PLANS for Stock and Bond Houses—Insurance Companies—Power Plants—Banks—Paints—Automobiles—Automotive Equipment—Fire Trucks—Radiators—Clothing—Office Equipment—Crackers and Cakes—Metal Goods.

PREMIUM SERVICES for manufacturers in the following lines: Canned Goods—Coffee—Flour—Confectionery—Evaporated Milk—Spices—Toilet Preparations—Snap Fasteners—Extracts—Foods—Beverages—Teas—Soaps—Polishes, Etc.

A stock of over 2000 different items of standard merchandise is available to our clients without investment or overhead.

Individual catalogs to fit every need. Hundreds of cuts and plates and a staff of artists always at the service of our clients.

Customers pay only for prizes and premiums actually ordered out and delivered, guaranteed against loss or damage. Lowest prices.

All details attended to in our own establishment, without the slightest bother to clients. Shipments made under labels of customers.

These facilities are now available to a few additional concerns of recognized standing. If interested, kindly state nature of business.

Let Others Tell You About Us

Booklet No. 6, "Expert Testimony from Qualified Witnesses," contains reproductions of letters from scores of leading concerns in various lines. It contains letters of endorsement from:

Lever Brothers Company The J. B. Williams Company
McCormick & Company Sheffield Milk Company
Union Supply Co. (U. S. Steel Corp.) World Star Knitting Co.
International Magazine Co. (Hearst Publications)
and scores of other nationally known companies.

Information sent by mail upon request. No representative will call without an invitation. Attach coupon to your letterhead and mail.

THE PREMIUM
SERVICE CO., Inc.
E. W. PORTER, President
9 West 18th Street
New York City

NAME _____
ADDRESS _____
BUSINESS _____
ATTENTION _____

The right product
markets and competition
sales methods
—and then Advertising

DORRANCE, SULLIVAN & COMPANY, Inc.
ADVERTISING
130 WEST 42ND STREET, NEW YORK

**Make 1929
Your Best
Sales Year
Use—**



The Library of Sales Management

ANALYZE the success of any sales executive. What things lie back of his continued success? The answer, of course, is obvious. The sales manager who sells the most goods, who collects the greatest commissions, whose salesmen make the best records, is the one who knows how to train SALESMEN, how to build SALES POLICIES, how to supervise MEN, how to back up his men by mail, how to use company advertising to best advantage. Whatever you sell, whatever you make, you, too, can build sales and get better results. But you have to know HOW. And that is where the 5,489 tested ideas, plans and policies for building sales in the big five-volume *Library of Sales Management* come in.

Turn Your "Order-Takers" into Over-Quota Salesmen!

YOU'LL find this new Library quickly lays bare a world of tested "knacks" and "know-hows" for building sales. You are told how to train salesmen to SELL—how to build sales values so customers really want to buy, how to adapt the canvass to different types of customers, how to play on human instincts, arouse human traits to action, how to increase sales.

There's a wealth of facts that bring out clearly the mental life of the customer—why he buys, what he buys. This Library points out the influence in selling of personal differences of sex, environment, training, education, and so on. It makes clear the effect of habits of perception, standards of living, and types of individuals. It describes in detail varied types of customers, wholesale and retail. You'll be amazed at the wealth of sales management control ideas: How to select salesmen, train them, how to conduct contests, sales conferences—tested sales strategy that gets RESULTS.

Save \$6—Mail This Special-Order Coupon—

A. W. SHAW COMPANY, Book Division
Cass, Huron and Erie Street, Chicago

Please send me on approval, postpaid, the *Library of Sales Management*, five volumes, buckram binding, gold stamped. Within ten days after their receipt, I'll send you \$1, and \$2 a month for nine months, making \$19 in all, which is \$6 less than they have ever been offered for before. Otherwise I'll return the books and end the matter then and there. SM329

Name Position
Street & No. Firm
City & State Business
(Outside Continental United States and Canada, cash with order.)

THE S. C. BECKWITH SPECIAL AGENCY

ANNOUNCE THE REMOVAL OF THEIR NEW YORK OFFICE
ON MARCH 18, 1929, FROM THE WORLD BUILDING TO

NEW YORK CENTRAL BUILDING
230 PARK AVENUE

"AT THE GATEWAY TO A CONTINENT"

TELEPHONES: VANDERBILT 2522-2523-2524-2525

BRANCH OFFICES

UNION TRUST BUILDING, CHICAGO	INTERSTATE BUILDING, KANSAS CITY
FORD BUILDING, DETROIT	GLENN BUILDING, ATLANTA
SYNDICATE TRUST BLDG., ST. LOUIS	RUSS BUILDING, SAN FRANCISCO
1135 NO. 65TH STREET, PHILADELPHIA	

this trip than to win the merchandise prizes."

It was said in the beginning that the results of this summer sales campaign fully merit the term, "sensational." They do. Here are some of them:

Sales in July, normally the dullest month of the year, exceeded sales in October, 1927, normally the peak month, by 300 per cent;

Sales in August, 1928 showed a further increase of 85 per cent over July and were equivalent to total sales for the entire first eight months of 1927;

Sales in September maintained the pace and equalled total sales during the entire first nine months of 1927;

Sales in October also equaled total sales during the entire first nine months of 1927;

Sales made during the four months of the contest exceeded by 100 per cent the total sales for the entire year of 1927;

Sales during these four months exceeded by 300 per cent the sales made during the corresponding period of 1927.

While thinking over these records, remember that sales during the first half of 1928 were only about 100 per cent ahead of the first half of 1927.

Light Let Down in November

Due to the drive for future prospects which was made late in the contest, there was only a light let down in November, according to Mr. Welch. There was a sharp decline in December, but that didn't worry anybody at all, and it was followed by an equally sharp increase in January and February.

One other result of the contest must be stated:

"If we hadn't promoted this contest," Mr. Welch said, "we couldn't possibly have done as much total business for the year as we did, for even if we had been able to make as many sales, the business normally would have been largely concentrated during the two peak periods and the installation men couldn't have installed all the burners at the time they were wanted.

"This is a seasonal business," Mr. Welch concluded, "but we have already gone a long way toward leveling out the sales curve and we believe we'll soon be able to forget dull seasons. After all, a dull season is largely a state of mind."

All in all, this contest cost a considerable sum of money, yet, due to the increased volume, the cost of sales actually was less than if there had been no contest.

Outbreak of Anti-Chain Bills

IN spite of the fact that anti-chain legislation has been declared unconstitutional in three states—Maryland, North Carolina and South Carolina—bills designed to tax the chain stores out of existence continue to find their way into state bodies in great number.

During the last few months no less than twenty-five bills have been introduced into state legislatures aiming to raise chain store prices within competitive distance of independent retailers. The movement to meet chain store competition by political rather than by business methods has been heretofore confined to the Southern states, but a recent survey shows that this sort of class legislation is spreading to all parts of the country. Undoubtedly the success of the Brookhart Resolution has suggested new ideas to state legislators for currying favor with their store constituents.

The following list of proposed bills, portentous as it is, gives no cause for serious alarm among the chains. Similar legislation has been found unconstitutional in the only three states that have allowed such bills to become laws.

Summary of Bills

The summary, herewith, gives, first, the state in which anti-chain legislation has been introduced (to March 5), the date of introduction, and the main provisions of the bill.

Arkansas, February 25: Provides for independents' license of \$25 per store; domestic chain license of \$100 per store; and foreign chain license of \$350 per store.

Illinois, January 29: Gives cities and villages the right to tax and regulate chain stores.

Illinois, February 19: Amends cities and villages acts giving power to levy taxes up to \$500 per year on chains of five or more stores.

Indiana, January 31: Special license fees of \$25 to \$150 for chains except gasoline stations.

Iowa, January 15: \$100 license per store for chains of over five stores unless land is owned.

Iowa, February: Creates Board of Retail Food Distribution to license and control all retail food establishments.

Maine, February 25: Committee to investigate advisability of sales tax with special reference to chains.

Maryland, January 31: Separate license for each place of business.

Michigan, February: Tax of \$1 per store up to six stores; \$250 on chain stores over six.

Michigan, February: Progressive tax from \$1 on independents up to \$200 per store on chains over fifty.

Minnesota, January 30: Progressive license fees of \$25 to \$200 for each chain unit and progressive sales tax from one-

half per cent on \$100,000 to 3 per cent on sales over \$1,000,000.

Minnesota, March 5: Occupational tax on persons or firms operating three or more stores.

Mississippi, October 13, 1928: \$500 per store for chains of three or more.

North Carolina, January 29: \$50 tax for each store over one; cities and towns authorized to levy like amount.

North Carolina, February: General tax bill of \$100 per store (except gasoline stations otherwise taxed) and requiring detailed corporation report.

Ohio, February 14: Progressive tax of \$10 to \$750 per store, according to the number of stores and volume of sales in each.

Ohio, February 12: To prevent deceptive advertising, goods sold below cost must be so advertised.

The Sales Managers' Bookshelf

(Continued from page 624)

the movement should be under way to multiply the available road area by five and the motor-car industry is the unit to undertake it."

Big Business: a Trustee—to Whom?

The executive of an industrial corporation has three major responsibilities, says Owen D. Young, in "What is Right in Business," *March Review of Reviews*. He is a trustee for the stockholders, employees, customers and general public. Three *desiderata* must he strive for: good credit "an option on capital supply," "an option on its labor supply" and "a product so good and the price so reasonable that buyers would prefer it to other products and take it in slack times as well as good . . . in other words, an option on the market."

In 1905, he says, big business was much like motor cars: "not very highly developed, not very reliable"—feared and distrusted by the common people. Today, motor cars and shares in big business are spread all over the country, there's less reckless driving and public opinion has changed enormously. Higher moral standards in business and the shift in responsibility from owner to professional manager are specially stressed by Mr. Young.

"Publicity Gone Mad"

Sinclair Lewis, in the *March 6 Nation* quotes approvingly E. E. Calkins' criticism of the cigarette testimonials from the heroic officers of the S.S. *America*. Three ironic stories of attempts to induce Mr. Lewis to permit

Ohio, February 19: Progressive license fees according to volume.

Tennessee, February 18: General sales tax of one-fifth per cent and right to require reports and detailed information.

Texas, February 5: State occupation tax of \$1,000 per store on chains of three or more stores; counties and cities each authorized to levy additional \$500.

Vermont: Tax on gross sales (other than state products) over \$400,000 at 5 per cent.

Washington, February 14: Sales tax of one-fourth per cent on goods from outside the state and right to examine all records.

West Virginia, February 12: Tax of three-fourths of 1 per cent on gross sales of chains over ten stores.

Wisconsin, January: Licensing all retail establishments, passing on fitness of applicant and whether such new establishment is in the public interest—fee \$250.

Wisconsin, February 15: Tax of 5 per cent on gross receipts of chains of five or more stores and \$500 per store license fee. Records to be open to inspection.

the use of his name in testimonial advertising are narrated. A pencil manufacturer asked Mr. Lewis to say he was writing his new novel with a So-and-So Pencil. "I, who so constantly use the typewriter that it is only with infantile script that I sign letters," he comments.

A radio advertiser insisted that he put one of "his infernal machines in my house free of charge if I would permit them to photograph it there and say 'in the country house of Mr. Sinclair Lewis.'" An agency looking for copy for a breakfast food offered a portrait of him painted by one of the best painters in the country, if Mr. Lewis would say a few good words for the cereal, so that "I might be inspired by having on the walls of the studio which I do not possess the beautifully limned portrait of a liar."

Mr. Lewis' excitement somewhat mars the effect of his attack, but the article suggests the idea that the abuse of testimonials might be somewhat abated by a series of milder-mannered anecdotes by various celebrities entitled "How They Tried to Get My Name and My Picture."

Pyrene Names Boucher

George H. Boucher is now publicity and sales promotion manager of the Pyrene Manufacturing Company of Newark, New Jersey.

Mr. Boucher has been sales and advertising manager of the toilet ware division of the Fiberloid Corporation, Indian Orchard, Massachusetts. Previously he was with the National Carbon Company.



This company is generously equipped with the practical knowledge, mechanical equipment, big-scale production methods, and modern cost-control systems which are essential for low-cost manufacture of catalogs in large and small capacities.

Write for our "Customer's Helpful Specification Sheet," which will enable us to assist you in the development of a catalog best suited to your individual needs. Also, ask for a free copy of "What a Business Man Should Know About Printing and Book Binding." It is a valuable treatise which should be in every executive's library.

W. B. CONKEY CO., Hammond, Ind.

Printers
Binders
and Book
Manufacturers



Branch
Offices:
Chicago and
New York

The Mark of Good Printing Since 1877

Automobile Advertisers

have given this
paper preference
for 14 years

Read In
4 OUT OF 5 HOMES

CAN YOU BE SATISFIED
WITH LESS?

THE PEORIA
JOURNAL TRANSCRIPT
PEORIA, ILL.



Write for Facts
CHAS. H. EDDY CO.
NAT'L REPRESENTATIVES
CHICAGO-NEW YORK-BOSTON

An organization providing a complete service in Outdoor advertising through advertising agencies

**NATIONAL OUTDOOR
ADVERTISING BUREAU**

INC.
NEW YORK CHICAGO DETROIT

Extra Copies

If you want extra copies of this issue please order promptly as our supply is frequently exhausted a week after date of issue.

Big Sales Ideas in a Little Town

(Continued from page 615)

and fails to sell him, he is not permitted to return until the prospect specifies he would like to talk with the salesman again. We have that rule for two reasons: In the first place, it makes the salesman realize that his first interview may be his last; that the time to sell is now. With that feeling, he puts all his energy into his sales talk. In the second place, it is possible to lose a sale through pestering the prospect. Our salesman either makes the sale on the spot or he returns only when the prospect says he wishes to hear more about the product. We lose business by this policy, but we believe that we gain more than we lose."

It costs the company 15 per cent to sell refrigerators, radios and water plants by the general plan used.

Salary and Commission

It employs in a general way the original National Cash Register system of remunerating salesmen. Every man draws a flat salary, plus commissions ranging from 2 to 5 per cent, depending upon the line and the territory.

A good average starting salary is \$100 a month, plus commissions earned during the first month. The salary then fluctuates each month according to sales volume. The salesman sets not only his commission earnings but his salary as well. His salary is based upon 10 per cent of his sales. He is given \$100 the first month with the expectation that his sales will amount to approximately \$1,000. If his volume for the first month runs to \$1,500, his second month's salary jumps automatically to \$150; but, if his sales amount to \$500 the first month, his second month's salary, if he remains with the firm at all, is cut to \$50.

The canvassers draw a flat salary of \$25 to \$35 a week, plus a very small commission upon sales made from the leads they turn in. Salesmen are recruited from the ranks of canvassers as the latter qualify for the more difficult job.

"A crew manager or firm member working upon serious prospects in a final effort to close a deal are never introduced as such," Mr. Moody explained. "For instance, if I should go out to help a salesman on a hard prospect, I would be introduced as 'another salesman who happened out this way today.' To let the prospect know he is being 'given the works'—that a 'closer' is after him—is to make

him offer more resistance than he ordinarily would."

The company has a few unusual, yet apparently rather practical rules about hiring salesmen. For example, it will not hire as a salesman a person who wears glasses. "Such men are too shy and usually are too skeptical about everything. We train our men to attempt to induce a prospect wearing glasses to remove them while he is being interviewed," declared Moody.

"We do not like to hire a brunette as a salesman. Blondes are the selling type, although they are poor executives. We find that a good executive and a good salesman usually are not found in the same person."

The firm holds a thirty-minute sales meeting every morning for all men working locally; and each Monday morning the entire force comes in for a gathering. It costs every man who absents himself from either of these meetings \$2.50, which goes into the entertainment fund. The only escape from payment of this fine is a signed order for a machine or a signed statement from the family physician.

How Radio Affects Printed Page Media

(Continued from page 622)

It is for this reason that many sagacious publishers welcome rather than fear the new medium. They feel confident that anything that helps advertising must rebound to their advantage in the long run. This view is supported by the records printed in the table on page 622.

Furthermore, it is significant that at the very time when advertising in the air has reached something like its zenith—the limited amount of preferred time that can be sold being not very far from exhaustion—the gains in advertising which are foretold for 1929 are beginning to materialize in quite substantial amounts.

The only industry that shows a marked tendency to use a large part of its appropriation in the air is the radio industry itself, a natural enough preference for the nonce in the circumstances.

The Silz Packing Company, Diplomat Brand food products, has appointed W. F. Curtin as sales manager. Mr. Curtin for ten years has been field manager of the merchandising department, New York office, of Barron G. Collier, Inc.

Fleischmann Builds Dealer Good Will Through a Sales Film

(Continued from page 617)

ture style that never fails to bring spontaneous applause from the audience. The ordinarily dry, scientific facts of the story of yeast for health are presented in a way that is interesting and appealing. The picture has received the endorsement of Boards of Health, many superintendents of schools and noted educators for its educational value.

After the picture was made and shown to the Fleischmann sales agents and to grocers in various sections of the country, it was found that the film was so favorably received that the decision was made to arrange showings to the public. Then the problem arose of distributing the film and obtaining showings. This distribution was finally made through the Fleischmann sales organization.

Agents Arrange Bookings

The country is divided into twenty-one districts for Fleischmann sales purposes and films were supplied to the head of each district. The district agents then arranged bookings for the showings of those prints in theaters, schools, colleges, clubs and social centers in their territories. Because of the human interest and educational value of the film, there was little difficulty in arranging for showings in the leading theater in practically every city.

The Fleischmann agent usually goes to the local theater manager, shows him the picture, tells him the reception it is getting in other places and arranges for passes or purchases tickets for all the local grocers who constitute his customers and prospects. The Fleischmann agents notifies the local grocers of the date of the showing and arranges for the publicity.

The grocers and dealers are thus becoming educated to the value of yeast for their own personal health and become boosters who in turn recommend yeast to their customers. In addition to the general educational value of this picture, the actual sales results have been very gratifying.

In the city of Philadelphia, for example, during the first six months of 1928, this picture "Youth Regained" was shown in local theaters and schools to 318,000 people at a cost of approximately 1/3 of one cent per person and the sales of yeast in the Philadelphia territory showed a substantial gain.

In the state of California in the first six months of 1928, 158 showings were given. When the picture was shown in a certain high school in the city of San Francisco, seven grocery stores in the vicinity of the schools showed an increase in sales of over 50 per cent in the weeks following the release of the film.

In another section of the city, when the picture was shown at a theater, nine stores in the vicinity showed an increase in sales of 80 per cent in one week and nine other stores showed a 30 per cent increase.

In a small town in Arizona, one Fleischmann sales agency showed a 30 per cent increase in sales after a single showing in the local theater. Two weeks later a second showing produced a second gain in sales of 25 per cent.

The picture has also been shown to chain store executives and at meetings of large organizations, creating desirable publicity for Fleischmann in the trade. The busy business man as well as the housewife is now hearing the Fleischmann story in a direct, entertaining way.

In North and South Carolina a drive was organized last year to secure as many showings as possible of "Youth Regained." In four months' time, 196 showings had been arranged and 19,180 people had seen the picture at a cost of \$167.

Since "Youth Regained" has been made, it has been shown to approximately a million people. Plans are now under way for showings where it has not yet been distributed and for following it up in places where it has been shown with new pictures explaining the same basic idea of "Yeast for Health" in entertaining ways.

Listo Appoints Seeger

As part of a program to obtain nationwide distribution, the Listo Pencil Corporation, Alameda, California, has appointed Harold E. Seeger Company, 343 Broadway, New York, as their eastern representative. Mr. Seeger was with the American Pencil Company for fifteen years.

The Postum Company, Inc., will acquire the business of the Certo Corporation of Rochester, New York, manufacturers of Certo liquid pectin, in exchange for shares of Postum stock.

A \$2,700,000 Market for Shoes

135,000 Rotarians . . . leading business and professional men who must be well dressed "from the ground up" . . . spend that much annually for shoes alone . . . based on the conservative estimate of \$20.00 each per year.

WHERE will you find a single group of men that you would rather reach with your sales message (if you manufacture shoes?) And where could you reach such an important group at so low a cost as in the ROTARIAN . . . their own publication?

If you manufacture men's clothing, you may safely multiply the shoe figures by 25, to determine your ROTARIAN market. If you manufacture automobiles, multiply them by 50. Whatever your product or your service . . . it's a worth-while market, easily accessible.

Color, too, at surprisingly small extra cost. We'll cheerfully give you detailed information.

THE ROTARIAN

— The Magazine of Service —
Chicago Evening Post Building,
Chicago

Wells W. Constantine J. K. Evans & Associates
7 W. 16th St. Western Pacific Bldg.
New York, N. Y. Los Angeles, California

BIGELOW,
KENT,
WILLARD
& CO., Inc.

Consulting Engineers

Merchandising
Counselors

Park Square Building
BOSTON, MASSACHUSETTS

A record of the Proceedings of the Merchandising Conference, held under our auspices at Boston, in August, is available to loan to company officials. A request will place your name on the list to receive a copy, to be returned to us in ten days.

IF
you know
what they read,
you know
who
they are!

Qualitative Analysis of Media



DIVISION OF
Sales Management, Inc.
420 Lexington Avenue
New York, N. Y.

An unbiased Survey of the
text contents of all standard
size daily newspapers pub-
lished in the 100 most im-
portant markets of the United
States.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

EXECUTIVES SEEKING NEW CONNEC- tions and others qualified for salaries of from \$3,000—\$20,000 yearly, find in our confidential service a highly specialized, dignified and effective means of placing themselves; not an agency. Send name and address for full particulars. J. T. Jennings, Room 306, First National Bank Building, New Haven, Connecticut.

DIRECT MAIL

\$50 to \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty-year-old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo, New York.

SALES REPRESENTATIVE

ROUND THE WORLD; PERSONAL REPRESENTATION; LEAVING AT ONCE

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